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ABSTRACT

This publication in the Personnel Bibliography Series supplements two previous bibliographies on productivity, motivation, and incentive awards and on managing human behavior. It covers materials received in the Civil Service Commission's Library during 1970 and 1971. Categories for which annotated references are provided include individual-organizational relationships, organizational change and development, morale and job satisfaction, attitude surveys, motivation and productivity, job enlargement as a motivating device, creativity and innovative behavior, and using incentive awards. (MF)

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FOREWORD

This number in the Personnel Bibliography Series supplements no. 16, Productivity, Motivation and Incentive Awards (1965) and no. 35, Managing Human Behavior (1970), covering materials received in the Library during 1970 and 1971. Since other numbers in the Series cover general aspects of personnel management and personnel research as well as research in such special areas as training, performance evaluation, supervisory selection, etc., these special categories have not been included here. This bibliography contains material on job enlargement as a motivating device, but references on job design and redesign will be found in Personnel Bibliography no. 39, Manpower Planning and Utilization (1971).

This bibliography was compiled by members of the Library staff and reviewed by Mr. Karl C. Drew, Director of Staffing, Personnel Management Training Center, Bureau of Training.

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IMPROVING EMPLOYEE PERFORMANCE

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INDIVIDUAL-ORGANIZATIONAL RELATIONSHIPS--GENERAL

Academy of Management.
Proceedings ... papers presented at 29th annual meeting, 1969.
Seattle, Wash., University of Washington, Graduate School of Business Administration, 1969. 190 pp.

Theme: Managing complex organizations. Partial contents: Some potential human problems of the project form of organization, by Clayton Resser; The growing split between management theory and practice, by James S. Hekimian; Inequity and its relationship to turnover among hourly workers in the major production shops of the Boeing Company, by Charles S. Telly; Line staff conflicts: some empirical insights, by James A. Belasco and Joseph A. Alutto; Cosmopolitans and locals; some differential correlations between leader behavior, organizational practices, and employee satisfaction and performance, by Robert J. House and Lawrence A. Wigdor; The relation of characteristics of the review process as moderated by personality and situational factors to the success of the "management by objectives approach," by Stephen J. Carroll, Jr. and Henry L. Tosi.

Albanese, Robert.
Management and common sense. S.A.M. advanced management journal, vol. 35, no. 2, April 1970, pp. 77-81.

"... There is a tremendous need in industry, education, and organized effort everywhere for more leaders who are willing to replace some conventional common sense with expert knowledge about individual, interpersonal, and organizational behavior. This expert knowledge can serve, in turn as the basis for a more informed common sense that will be in a better position to balance and weigh expert knowledge from many sources."

Aldrich, Howard.
Organizational boundaries and inter-organizational conflict. Human relations, vol. 24, no. 4, August 1971, pp. 279-293.

"The intent of this paper was to bring to the attention of organizational theorists the potential that open systems theory has for integrating the study of topics heretofore considered theoretically and conceptually heterogeneous....

"The concepts of authority, membership and organizational autonomy were developed in the context of organizations conceptualized as boundary maintaining systems. Authority as control over organizational boundaries was shown to be theoretically linked to member compliance. Finally, organizational strategies to secure member compliance under conditions of inter-organizational conflict were discussed and several predictions made about the conditions under which boundary constriction or expansion will be used in a conflict situation."

Auerbach, Arnold J.
The public administrator's dilemma: containing conflict. Management of personnel quarterly, vol. 10, no. 1, Spring 1971, pp. 6-9.

Identifies sources of discontent and hostility and explores problem of public administrators in dealing with conflict.

Individual-Organizational Relationships -- General (Cont'd)

Bailey, Gerald C.
A study of the effect of staff/line role and organizational climate upon task estimates. Ann Arbor, Mich., University of Microfilms,1968. 214 pp.
"This study undertakes to predict effects of line/staff organizational membership and of organizational climate on estimates of task performance time."
Doctoral dissertation, University of Michigan, 1968. Abstracted in Dissertation Abstracts International, vol. 30, no. 1, July 1969, pp. 422-B-423-B.

Baker, Frank, Peter J. M. McEwan and Alan Sheldon, eds.
Industrial organizations and health. New York, Tavistock Publications, 1969. 699 pp.
Vol. 1. Selected readings. Partial contents: Occupational mental health: review of an emerging art, by Alan A. McLean; The relation of group morale to the incidence and duration of medical incapacity in industry, by Keeve Brodman and Louis P. Hellman; Background and organizational factors in absenteeism, by Howard Baumgartel and Ronald Sobol; Mental-health implications of aging in industry, by H. Meltzer; Properties of organization structure in relation to job attitudes and job behavior, by Lyman W. Porter and Edward E. Lawler, III; Organizational structure and employee morale, by James C. Worthy; Some effects of organization size on member attitudes and behavior, by Bernard P. Indik; Positive and negative motivations toward work, by Frank Friedlander and Eugene Walton; Theory and method in applying behavioral science to planned organizational change, by Warren G. Bennis.

Bass, Bernard M. and Marvin D. Dunnette.
Industrial psychology in the seventies and beyond. Journal of Navy civilian manpower management, vol. 5, no. 2, Summer, 1971, pp. 18-25.
This article contains two extracts from a technical report which was presented before the annual meeting of the American Psychological Association, September 6, 1970.
"Organizational life in the '70's and beyond," by Bass predicts involvements with the older, the women, and the youthful workers, and with new reward systems. "Research needs of the future in industrial and organizational psychology," by Dunnette includes an outline of trends in industrial psychology since 1930 and a prediction of a future dominated by the transience of life.

Blake, Robert R. and Jane S. Mouton.
The Fifth Achievement. Personnel administration, vol. 34, no. 3, May-June 1971, pp. 49-57.
Identifies four classical media for resolving differences: science, politics, law and organizational hierarchy. Proposes yet another, the Fifth Achievement, a method of resolving conflict in a man-to man way through insight and understanding. Paper focuses on a first step toward the Fifth Achievement, the Conflict Grid.

Bradford, Leland P. and Jerry B. Harvey.
Dealing with dysfunctional organization myths. Training and development journal, vol. 24, no. 9, September 1970, pp. 2-6.
Ill-founded, untested beliefs can more powerfully determine the behavior of organization members than can structural and managerial efforts. Characteristics of myths, their detection, destruction, and the setting of new norms are considered.

Individual-Organizational Relationships -- General (Cont'd)

Brianas, James G.
Between employees and supervisors: three cases in point. Personnel journal, vol. 49, no. 11, November 1970, pp. 892-899.
Problem areas in the interpersonal relationships between employees and their supervisors in three Federal agencies are identified from data obtained by means of interviews and a "Work Relations Questionnaire." Suggests that through managerial applications of the behavioral sciences, tremendous reserves of creative human energy can be unleashed within organizations.

Brown, Michael E.
Identification and some conditions of organizational involvement. Administrative science quarterly, vol. 14, no. 3, September 1969, pp. 346-355.
Skilled and professional employees (934) of the Tennessee Valley Authority participated in this survey investigating the correlates of organizational identification. "Analysis of identification indicated that it depends on the presence of opportunities to satisfy symbolic motivational states. It also indicated that identification as a mode of orientation can be distinguished from other apparently similar modes such as satisfaction."

Bruce, Martin M.
A guide to human relations in business and industry. New Rochelle, N.Y., Martin M. Bruce, Publishers, 1969. 110 pp.
Highlights of research and applications of human relations presented in the language of the businessman. "The main body of this text was originally requested by and written for, an office of the federal government."
Partial contents: The human being on the job; Selection; Orientation--induction--starting right; Training; Handling individual problems.

Bruce, Martin M.
Human relations in small business. 3d ed. Washington, U.S. Govt. Print. Off., 1969. 38 pp. (Small business management series no. 3)
Suggests that "keeping your employees operating efficiently is one of the reasons for a Human Relations program." Considers factors affecting morale and offers pointers on selection, orientation and training. Replaces a publication by John Perry, originally published in 1954 by U. S. Small Business Administration.

Burke, Ronald J
Methods of resolving superior-subordinate conflict: the constructive use of subordinate differences and disagreements. Organizational behavior and human performance, vol. 5, no. 4, July 1970, pp. 393-411.
Reports on three empirical evaluations of alternative methods of resolving the supervisor-subordinate conflict.

Individual-Organizational Relationships--General (Cont'd)

California. University. Institute of Governmental Affairs.
Administration in a world of change. An annotated, multidisciplinary bibliography (monographs from 1960 to 1969), comp. by Nedjelko D. Suljak. Davis, 1970. 135 pp.
Id72.9 .C13a

Materials are organized into the following sections: 1. Behavioralism and organizational structure; 2. Utilization of human potentiality; 3. Group involvement--"Linking Pin" and group development; 4. Values change--interpersonal competence; 5. Administrative team work--group and organizational development; 6. Organization by decision--decision determines organization arrangement; 7. Commitment to the goals of the organization--integration through collaboration and self-control; 8. Organization and contingency theory; 9. Author index.

Carvell, Fred J.
Human relations in business. New York, Macmillan, 1970. 358 pp.

"The primary purpose of this book is to provide both students and those supervisors who already have taken their places in the world of work with a broad orientation to the human, social, and organizational elements encountered on the job." Covers needs and attitudes of the individual, the job environment and its significance to the individual, systems to be found in formal organizations, and informal systems in work groups which affect the worker.

Cribbin, James J.
Don't solve problems--prevent them. Nation's business, vol. 59, no. 10, October 1971, pp. 57-58.

Pointers for executives on handling preventable people- or environment-related problems which cause tension in an organization. The focus is on cultivating productive interpersonal relations.

Denhardt, Robert B.
Leadership style, worker involvement, and deference to authority. Sociology and social research, vol. 54, no. 2, January 1970, pp. 172-180.

"More 'open' styles of organizational leadership are found to result in increased worker involvement (as measured by perceived fulfillment), but also to socialize members toward greater deference to organizational authority."

Dyer, Gus W.
Games employees play with supervisors. Personnel administration, vol. 32, no. 5, September-October 1969, pp. 42-46.

Describes several tension-relieving games which most employees learn to play with their supervisors.

Eddy, William B., ed. and others.
Behavioral science and the manager's role. Washington, NTL Institute for Applied Behavioral Science, 1969. 320 pp. (Selected readings series 9)
Ie608 .Ed2b

Readings to aid managers in applying behavioral sciences to human relations.

Partial contents: Interpersonal communication, by W. Warner Burke; Conditions for manager motivation, by M. Scott Myers; Dynamics of leadership, by Jack R. Gibb; Participative management: time for a second look, by R. C. Albrook; Today's problems with tomorrow's organizations, by Chris Argyris; Emerging criteria for organization development, by Gordon L. Lippitt.

Individual-Organizational Relationships -- General (Cont'd)

Ericson, Richard F.
Organizational cybernetics and human values. Academy of management journal, vol. 13, no. 1, March 1970, pp. 49-66.
Although it is conceded that cybernetic science and computer technology have had adverse effects on human values in organizations, it is suggested that, for the future, organizational cybernetics can enhance "the need-meeting, value-serving response modes typically found in traditionally-controlled organizations."

Etzioni, Amatai, ed.
A sociological reader on complex organizations. 2d ed. New York, Holt, Rinehart, and Winston, 1969. 576 pp.
First published under title, Complex Organizations; A Sociological Reader. New edition includes two new sections--on cross-cultural research of organizations and on the organization of knowledge.
Selected articles: Work satisfaction and industrial trends, by Robert Blauner; Conflict between staff and line managerial officers, by Melville Dalton; Public administration and the public, by Morris Janowitz and others, Managerial succession and organizational effectiveness, by Oscar Grusky.

Evan, William M., ed.
Organizational experiments; laboratory and field research. New York, Harper and Row, 1971. 274 pp.
Readings in the theory of organizations. Selected contents: Size of share in task and motivation in work groups,by David M. Shaw; Bias and conflict in organizational estimation, by Richard M. Cyert, James G. March, and William H. Starbuck; Experiments in planning and operating, by Barnard M. Bass and Harold J. Leavitt; The relationship of worker productivity to cognitive dissonance about wage inequities, by J. Stacy Adams and William B. Rosenbaum; A laboratory experiment on bureaucratic authority, by William M. Evan and Morris Zelditch, Jr.; Laboratory simulation of organizational stress, by Thomas E. Drabek and J. Eugene Haas; Organizational effects of group leadership versus functional supervision, by Gunnar Westerfund; Role specialization in supervision, by Ian C. Ross.

Fiore, Michael V.
Out of the frying pan into the matrix. Personnel administration, vol. 33, no. 4, July-August 1970, pp. 4-7, 21.
The matrix organization, or project team structure, should be evaluated by the same standards as the pyramidal organization and not embraced uncritically. Its effects on motivation, organization loyalty, career development, group behavior, etc., must all be considered. Fiore suggests that some of the effects of "matrixism" may be negative and are worthy of speculation.

French, Wendell L.
The personnel management process; human resources administration. 2d ed. Boston, Houghton Mifflin, 1970. 639 pp.
"Professor French describes the work of selecting, developing, compensating, and motivating workers as a network of processes or systems, interacting with each other as subsystems of the larger system of management. With this concept the universality of personnel management and its inherent place in the organizational development; administration of human resources--today and tomorrow.
Appendix: A chronological history of personnel management in the United States.

Gellerman, Saul.
Behavioral strategies. California management review, vol. 12, no. 2, Winter 1969, pp. 45-51.
"Cost-control" and "value-adding" strategies of controlling human behavior are evaluated with the conclusion that the "cost-control" approach has been advanced about as far as it can be and that "value-adding" approach actually requires management to revolutionize itself. Time, however, is on the side of subordinates, not management, and new approaches are needed "to create conditions in which a behavioral strategy can be deliberately selected and implemented with some hope of success."

Gill, Thomas W.
Personnel for primates. Personnel administration, vol. 34, no. 4, July-August 1971, pp. 48-52.
"It is important that we learn more about our primate ancestry. ...We can better adapt ourselves to accelerating change if we start redesigning our organizations and restructuring our society to bring them into congruity with our biological heritage.... We should create a climate in which employees will find motivation and satisfaction in individual work and in group effort and yet attain the goals of the organization."

Gilmer, Beverly v. H.
Industrial and organizational psychology. 3d ed. New York, McGraw-Hill, 1971. 682 pp.
Sections deal with psychology in organizations; organizational structures and management; motivation and human needs; psychology in selection, training, supervision and labor-management relations; and human-factors engineering.

Grimes, Andrew J. and Philip K. Berger.
Cosmopolitan-local: evaluation of the construct. Administrative science quarterly, vol. 15, no. 4, December 1970, pp. 407-416.
The cosmopolitan-local construct was designed to classify values, attitudes, behaviors and perceptions in order to improve the capacity to predict organizational behavior. Those oriented to the outside world (or the profession) are the cosmopolitans, those to the community (or company) the locals. This article critically examines the construct from a taxonomic perspective.

Grossman, Lee.
How to prevent business rigor mortis. Manage, vol. 23, no. 6, April 1971, pp. 52-58.
Symptoms of business paralysis include acceptance of conditions as they exist, poor employee attitude, and sluggish work pace. Preventive suggestions begin with concerned management, involve creating impatience and sparking innovation, and include using tension and anxiety to stimulate a competitive fighting spirit.

Guterman, Stanley S.
The Machiavellians, social psychological study of moral character and organizational milieu. Lincoln, University of Nebraska Press, 1970. 178 pp.
Reports on research which delved into the interplay between personality composition and the sociological variables present in organizations. Subjects were hotel executives and employees of two nationwide chains.

Individual-Organizational Relationships -- General (Cont'd)

Hage, Jerald and Michael Aiken.
Routine technology, social structure, and organization goals. Administrative science quarterly, vol. 14, no. 3, September 1969, pp. 366-376.
Sixteen health and welfare agencies of various sizes provided the data for this investigation of the relationship between the degree of routineness of work and the social structure and goals of the organization. Those with more routine were found to be more formalized and centralized and to have staff members with less professional training. They also emphasized such goals as efficiency and numbers of clients serviced rather than creativity or quality of service.

Hage, Jerald and Michael Aiken.
Social change in complex organizations. New York, Random House, 1970. 170 pp.
Attempts to answer the question of why some organizations are more successful than others in resolving organizational problems of change. Factors considered are characteristics of organizations which affect the rate of change, characteristics affecting variations in the rate, and the process of adopting change.

Hansell, Norris.
Managing people through crises. Innovation, no. 22, June 1971, pp. 2-11.
Psychiatrist Hansell suggests that crises situations experienced by both individuals and groups can, with proper management, be turned into opportunities for growth and innovation. Periods of crises, he points out, require managers to reinforce the strengths of the individual or the group and to use the "decay of role performance and distractibility" as assets rather than liabilities.

Hardin, William G., Jr. and Lloyd L. Byars.
Human relations and automation. Atlantic economic review, vol. 20, no. 11, November 1970, pp. 25-28.
Discusses issues related to the question of whether, in a highly advanced state of automation and cybernation, the human relations approach can maintain any practical relevance for the business enterprise.

Harvey, Jerry B. and D. Richard Albertson.
Neurotic organizations: symptoms, causes and treatment. Personnel journal, vol. 50, no. 9, September 1971, pp. 694-699; no. 10, October 1971, pp. 770-776, 783.
Among symptoms of organization neurosis described in pt. 1 are frustrated, backbiting employees who blame their dilemmas on others and who act contrary to the information they possess. Chief cause seems to be a lack of awareness of such behavior's organizational consequences. In pt. 2, the author turns to a consideration of the remedies for such a neurosis. He favors use of a consultant to help employees collect relevant data, understand the dysfunction, differentiate between reality and fantasy, and develop skills to implement their findings.

Hepner, Harry W. and Frederick B. Pettengill.
Perceptive management and supervision; social responsibilities and challenges. 2nd ed. Englewood Cliffs, N.J., Prentice-Hall, 1971. 564 pp.
This book is aimed primarily at the individual trying to establish a sense of social responsibility in the business world. Sections deal with insights from behavioral studies on basic management functions, supervision, interpersonal relations in typical departments, improving relations with individuals, and individual advancement in business.

Hersey, Paul and Kenneth H. Blanchard.
Cultural changes: their influence on organizational structure and management behavior. Training and development journal, vol. 24, no. 10, October 1970, pp. 2-3.
The increased number of better-educated, more-mature workers necessitates a move toward loose-control and flexibility within the organization, though disadvantaged workers frequently need a narrow span of control. Organizations must be aware of cultural and educational differences to achieve full potential of all their employees.

Hirschman, Albert O.
Exit, voice, and loyalty; responses to decline in firms, organizations, and states. Cambridge, Mass., Harvard University Press, 1970. 162 pp.
Analyzes economic response to deteriorating conditions in terms of exit (leaving the organization) or voice (expression of dissatisfaction from within). Together with interplay of loyalty, uses these responses to illustrate a wide range of social, political, and moral phenomena.
"Exit, voice, and loyalty," article adapted from book, appears in Washington Monthly, vol. 1, no. 11, December 1969, pp. 24-30.

Hodge, Billy J. and Herbert J. Johnson.
An employee's role; the impact of three different views. Supervisory management, vol. 15, no. 8, August 1970, pp. 18-20.
There are three basic views of an employee's role in an organization: his self-perception, his formal role as defined by organizational policies, and his informal role as determined by his co-workers. When these roles conflict there is likely to be tension and frustration, and supervisors are cautioned to watch for such problems.
Based on material from the authors' book listed below.

Hodge, Billy J. and Herbert J. Johnson.
Management and organizational behavior; a multidimensional approach. New York, J. Wiley, 1970. 531 pp.
Emphasizes factors of environment, philosophy, time, organization, and authority which influence managerial decision-making, and attempts to provide the orientation for more effective problem solving. The authors state "On the one hand, this book is a blend of ideas from several schools of thought; on the other hand, it contains what we believe to be a new, more comprehensive approach to the study of management." Includes sections on the organization's environments; philosophy design considerations (mission, motivation, role behavior, leadership); philosophy implementation considerations (including resistance to change, organization change, etc.).

House, Robert J.
Role conflict and multiple authority in complex organizations. California management review, vol. 12, no. 4, Summer 1970, pp. 53-60.
"... Studies /cited/ indicate that violations of the principles of chain of command and unity of command frequently result in role conflict, which may have undesirable consequences. However, they also show that in some circumstances conflict may be the lesser evil."
House proposes ways managers can deal with role conflict since studies suggest that it "is so prevalent in larger, complex organizations that it is virtually impossible to design all jobs so that it is eliminated entirely."

Individual-Organizational Relationships--General (Cont'd)

Howells, G.W.
Human aspects of management. London, Heinemann, 1969. 124 pp.
Reviews knowledge of people's individual and group needs and their motivations to work. Implications for supervisory action are considered, and a detailed analysis of the essentials of supervisory skill is offered.

Hughes, E. W.
Human relations in management. New York, Pergamon Press, 1970. 234 pp.
Based on 20 years of teaching industrial and educational psychology in Canada, the author analyzes actual experiences in relation to working laws about people for use in predicting behavior in work situations. Discussed are factors affecting productivity, motivation, attitudes, and morale. Techniques for modifying employee behavior are explored.

Ingham, Geoffrey K.
Size of industrial organization and worker behaviour. London, Cambridge University Press, 1970. 170 pp. (Cambridge papers in sociology, no. 1)
Research to test the hypothesis that as the size of an organization increases, member commitment or attachment decreases. Such factors as strikes, absenteeism, accidents, labor turnover and job satisfaction were used as measures of attachment. A number of elements of the hypothesis were not substantiated.
Shortened and revised version of a doctoral dissertation.

Jaques, Elliott.
Industry's human needs. Management today (Gt. Brit.), May 1970, pp. 82-85, 150.
"How people are treated at work has a profound influence upon their attitude towards their society, and upon society itself. Criteria such as the productivity or the efficiency of the individual enterprise cannot be allowed to be of primary concern when the shape of society itself is at issue." This premise is the basis of the article's discussion of human psychological needs and the ways in which they must be considered by the organization. Deals especially with the "superior-subordinate" relationship.

Johnson, LeRoy.
A personnel perspective on managers' information overload. Management of personnel quarterly, vol. 10, no. 1, Spring 1971, pp. 21-26.
The large number of theories on human management are enough to confuse any line manager. The personnel specialist should be able to pull the information together and put it into perspective for management. Johnson presents an overview of theories concerned with the individual's relation to the job, the boss, the group, and organization. He comments on individual differences.

Karsh, Bernard.
Human relations versus management. Urbana, University of Illinois, Institute of Labor and Industrial Relations, 1969. (Reprint series no. 201) 14 pp.
The author believes the old theories of scientific management are regaining acceptance as a method of managing blue collar workers, while the human relations approach is applied to staff and middle management levels. Both practices are being overshadowed by the new "information technology" developments. Considers what these trends mean for future management practices.
Reprinted from: Institutions and the Person, ed. by Howard S. Becker and others, Chicago, Aldine Pub. Co., 1968, pp. 35-48.

Individual-Organizational Relationships--General

Kaufmann, Carl B.
Man incorporate; the individual and his work in an organized society. Rev. ed. Garden City, N.Y., Anchor Books, 1969. 268 pp.
A commentary on man and work, tracing developments from early civilizations to the factors that characterize today's working world--the profit oriented corporations, the way they affect the individuals who work in them and society as a whole. "It is concerned with the relationship between the individual and the organization, and with the preservation of man's sense of identity in a society that is increasingly institutionalized."

Kelly, Joe.
Make conflict work for you. Harvard business review, vol. 48, no. 4, July-August 1970, pp. 103-113.
Maintains that the old human relations view of conflict sees it as something to be avoided and not as a creative force. Kelly looks at theories of conflict and presents guidelines for the executive so that he can make conflict work for him and contribute to organizational effectiveness.

Kelly, Joe.
Organizational behavior. Homewood, Ill., R. D. Irwin, 1969. 666 pp.
"This book represents an attempt to write a comprehensive and coherent introduction to organizational psychology." Considers human relations and group dynamics in the organization, leadership, and executive behavior. Applications to executive recruitment and selection, to sensitivity training, and to problems of communications and conflicts are made.

Labovitz, George H.
The individual versus the organization (no easy answers to industrial conflict). S.A.M. advanced management journal, vol. 35, no. 1, January 1970, pp. 61-65.
Examines the conflict between the individual and the organization. Asserts that management should seek to minimize rather than eliminate it, keeping it below disruptive levels while allowing it to contribute to dynamic organizational operation.

Levitan, Uri M.
Status in human organization as a determinant of mental-health and performance. Ann Arbor, Mich., University Microfilms, 1970. 166 pp.
"The theoretical model proposed in this paper states that there is a causal relationship between the esteem accorded to individuals on the basis of their status-relevant roles within an organization, and their mental-health indices and performance vis-a-vis the organization goals." Israeli Kibbutz members who work in industrial plants and in agriculture branches, comprised the sample; the theoretical model was supported.
Doctoral dissertation, University of Michigan, 1970. Abstracted in Dissertation Abstracts International, vol. 31, no. 12, June 1971, p. 7660-B.

Levy, Ronald B.
Human relations; a conceptual approach. Scranton, Pa., International Textbook Co., 1969. 209 pp.
Materials, including case studies, for use in group relations training programs. Covers the nature, socio-concepts and development of groups, health and sickness of groups, sociometry, and the application of role-playing as a training technique.

Individual-Organizational Relationships -- General (Cont'd)

Lichtman, Cary M.
Some intrapersonal response correlates of organizational rank. Journal of applied psychology, vol. 54, no. 1, pt. 1, February 1970, pp. 77-80.
Research conducted with Buffalo District IRS employees "to determine their relative degrees of emotional adjustment to the organization and their knowledge of organizational operations." Hypothesis was confirmed "that managers yield more favorable emotional reactions to their job situations than do supervisors and workers ... and that amount of organizational knowledge increases with employee rank."

Lippitt, Gordon L.
Team building for matrix organizations. Washington, Society for Personnel Administration, 1969. 16 pp. (Society for Personnel Administration, Booklet no. 6)
Since the trend of organizational structure is away from rigid personnel systems in favor of flexible use of task forces, project teams, etc., their personnel will need to be good teamworkers. Examines characteristics of teamwork and methods to achieve it.

Luthans, Fred and Donald D. White, Jr.
Behavior modification: application to manpower management. Personnel administration, vol. 34, no. 4, July-August 1971, pp. 41-47.
Clarifies key elements of behavior modification and discusses its application to manpower management in areas such as training, retraining, compensation, absenteeism, tardiness, and motivation. "On a more grandoise scale, behavior modification may provide the missing link to the fusion of individual and organizational goals."

McEnroe, Edward J.
The utility of a critical path network in the analysis of organizational stress. Ann Arbor, Mich., University Microfilms, 1970. 244 pp.
"The purpose of this study was to develop a model of the administrative system's characteristics which could be used to identify and quantify the system's characteristics which may induce stress and inhibit the achievement of the organization's goals."
Doctoral dissertation, University of Wisconsin, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 12, June 1970, pp. 5200-A-5201-A.

Margulies, Newton.
Organizational culture and psychological growth. Journal of applied behavioral science, vol. 5, no. 4, October-November-December 1969, pp. 491-508.
"The study reported here explores the degree in which 'sociotechnical systems architecture' influences individual psychological growth. Its major hypothesis is that a specific organizational culture, defined in terms of a specific set of values, attitudes, and behavioral norms, can contribute to the degree in which persons can actualize themselves."

Mayer, Arthur.
"New man"; his place in personnel administration. Personnel administrator, vol. 14, no. 5, September-October 1969, pp. 2-7.
A view of human society and the way it has changed in recent years, with comments on the resulting changes in administration and organization and the outlook for the future. Author's vision is of organizations which would be "administered according to the concept of new human and social motivations ..." i.e. one that would be structurally human and personally fulfilling. The personnel man should take the lead in making use of this new individualism in employees.

Megley, John E., III.
Management and the behavioral sciences: Theory Z.
Personnel journal, vol. 49, no. 3, March 1970, pp. 216-221.
Examines Theories X and Y and suggests a synthesis of the two, Theory Z, which will both maintain individualism and promote the social solidarity of our industrial climate. Its goal "is to provide visible means on a continuing basis, for employees to improve...status through their own efforts."

Meissner, Martin.
The long arm of the job: a study of work and leisure. Industrial relations, vol. 10, no. 3, October 1971, pp. 239-260.
Investigates the effects of work conditions (on-the-job technical constraints and social interactions) on the leisure activities of 206 industrial workers on Vancouver Island. Finds that when work is socially isolating, workers spend less leisure time in organized, purpose-directed activities and that lack of opportunity to talk on the job is associated with dramatically reduced rates of participation in associations. Detailed tables of measures are given.

Michigan. University. Institute for Soci Research.
Conflict strategies related to organi ional theories and management systems, by Rensis Likert and David G. Bowers. Ann Arbor, 1970. [Reprinted by] National Technical Information Service, Springfield, Va., 1971. 35 pp. (AD-716-018)
"The report describes in theoretical terms the relevance of management systems theory to the problem of conflict management. Possibilities for resolving conflict constructively are seen as residing in the use of an interaction influence system characterized by a participative-group structure."

Michigan. University. Institute for Social Research.
Individual goals and organizational objectives; a study of integration mechanisms, by Jon H. Barrett. Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1970. 151 pp. (AD-704-899)
"Three mechanisms by which objectives of organizations and personal goals of their members are integrated are conceptualized and operationalized. A number of propositions concerning the comparative impacts of the mechanisms are tested using data from a large oil refinery."

Miller, Thomas E.
Building teamwork in organizations. Personnel administration, vol. 34, no. 5, September-October 1971, pp. 38-45.
Scrutinizes the images behind thoughts of teamwork in organizational effectiveness. Considers the task image and the natural-system image. Finds the latter to be the more realistic and discusses putting it into practice through use of both diagnostic and communication skills.

Individual-Organizational Relationships -- General (Cont'd)

Nadler, Leonard.
How is your organizational health? Management of personnel quarterly, vol. 16, no. 1, Spring 1970, pp. 18-28.
Five accounts of policy confrontation in organizations observed by the author provide the foundation for this article on organizational health. From these and other case studies, he concludes that a look at a company's training, its in-house resources and its out-of-house resources can provide possibilities for corrective action.

Nadler, Leonard.
The organization as a micro-culture. Personnel journal, vol. 48, no. 12, December 1969, pp. 949-956.
"This article has endeavored to look at the influence of micro-cultural behavior on organizations and individuals. Only four of the many dimensions were identified, namely: time, space, language, and sex." An understanding of this influence can be useful to the training director in improving communications between the organization and the trainee.

National Industrial Conference Board, Inc.
Behavioral science; concepts and management application, by Harold M. F. Rush. New York, 1969. 178 pp. (Studies in personnel policy no. 216)
Behavioral science concepts are examined, as theory and as they apply in managing human relations on-the-job. A survey of 302 firms shows the extent of their applications of these theories and methods in dealing with their organizations' problems. The contributions of Douglas McGregor, Abraham Maslow, Frederick Herzberg, Chris Argyris, Rensis Likert and Robert Blake are described. Includes detailed case studies of ten companies and a selected bibliography.

Neff, Walter S.
Work and the human condition: understanding difficulties in work adaptation. Management of personnel quarterly, vol. 10, no. 1, Spring 1971, pp. 10-20.
This attempt to point up some of the relationships between work environments and work personalities commences with an exploration of the changing conceptions of work. This is followed by a theory of work behavior, an examination of the demand characteristics of work and of the work personality and some perspectives. Neff contends that a person becomes a participating member of a work subculture through a process of enculturation which may be a difficult one.

Oakley, Donald C.
An approach to changing interpersonal climate in the United States Navy. Ann Arbor, Mich., University Microfilms, 1971. 278 pp.
Research considered the thesis that to improve efficiency in the U.S. Navy the interpersonal climates must change to promote the growth of fully functioning individuals. A tentative model for the change was constructed and problems of change in a bureaucratic organization considered.
Doctoral dissertation, United States International University, 1971. Abstracted in Dissertation Abstracts International, vol. 31, no. 12, June 1971, pp. 7660-B-7661-B.

Owens, Robert G. and Carl R. Steinhoff.
A study of relationships between the organizational climate index and the organizational climate description questionnaire. Bethesda, Md., Educational Resources Information Center, 1970. 6 pp. (ED-036-888)
Research findings confirmed a significant relationship between the descriptions of organizational phenomena resulting from use of the Halpin-Croft Organizational Climate Description Questionnaire and the Stein-Steinhoff Organizational Climate Index.

Patton, Robert T.
Interrelationship of organization leadership style, type of work accomplished, and organizational climate with extrinsic and intrinsic motivation developed within the organization. Ann Arbor, Mich., University Microfilms, 1969. 187 pp.
Research examined "interrelationships between a multiplicity of organizational variables within the framework of a specially designed conceptual model." One thousand thirty two employees of the Boeing Company's Aerospace Group participated in the study which "revealed positive and significant correlations between developmental leadership styles and participative organizational climates; participative organizational climate and high levels of intrinsic motivation; and developmental leadership styles and high levels of intrinsic motivation.
Doctoral dissertation, University of Washington, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 6, December 1969, p. 2205-A.

Payne, R. L. and D. C. Pheysey.
G. G. Stern's Organizational Climate Index: a reconceptualization and application to business organizations. Organizational behavior and human performance, vol. 6, no. 1, January 1971, pp. 77-98.
"This paper describes how the items in G. G. Stern's Organizational Climate Index were reconceptualized according to the concepts appropriate to the business organization--the instrument has been called the Business Organization Climate Index, or BOCI.... The construct validity of BOCI is tested by comparing the 'Climate' in three organizations contrasted in terms of their organization structure. The conclusion presents 12 possible types of data that can be collected about persons and their environments and indicates how the BOCI and Stern's measures fit into such a scheme."

Phillips, Victor R., Jr.
Some interpersonal aspects of negotiations. Air University review, vol. 21, no. 4, May-June 1970, pp. 51-59
Negotiations, whether formal or informal, are, according to the author, exchanges aimed at resolving potential or actual conduct. With this in mind he offers some observations on interpersonal behavior and communication.

Prien, Erich P. and William W. Ronan.
An analysis of organization characteristics. Organizational behavior and human performance, vol. 6, no. 2, March 1971, pp. 215-234.
Based on data obtained from 107 small metal working firms, quantifies and interrelates empirical descriptions of organizations in terms of relationships between psychological-social and economic variables. Data obtained should be useful in studies of human performance to determine the effects of variation of organization characteristics on individual behavior and performance, on group performance, and to assess management performance and decisions.

Pugh, D. S.
Organizational behaviour: an approach from psychology. Human relations (Gt. Brit.), vol. 22, no. 4, August 1969, pp. 345-354.
Seeks to define organizational behavior as a field of study emerging from a combination of other disciplines and to distinguish it from traditional industrial psychology. Reviewing the work of major writers in the contributing areas, the author concludes that the major conceptual task of the field, "is the attempt to interrelate data at different levels of analysis--individual, group, organization, environment."

Individual-Organizational Relationships -- General (Cont'd)

Reeves, Elton T.
The dynamics of group behavior. New York, American Management Association, Inc., 1970. 399 pp.
Covers motivation, leadership, followership, role conflict, the deviant, the isolate, and aspects of group relations such as kinds of groups, their properties, their effects on the individual and the effects of the individual on the group.

Rhenman, Eric, L. Stromberg and G. Westerlund.
Conflict and co-operation in business organizations. New York, Wiley-Interscience, 1970. 116 pp.
Study limited to the problems related to line-staff organizations, which the authors regard essentially as a problem of conflict. Begins with historical background, including empirical studies of line-staff organizations; provides a model for the analysis of conflicts within organizations, with applications to line-staff situations; concludes with a revised frame of reference and attempts a more successful approach in order to foresee or manage conflict better.

Rizzo, John R., Robert J. House and Sidney I. Lirtzman.
Role conflict and ambiguity in complex organizations. Administrative science quarterly, vol. 15, no. 2, June 1970, pp. 150-163.
"The literature indicates that dysfunctional individual and organizational consequences result from the existence of role conflict and role ambiguity in complex organizations... This study describes the development and testing of questionnaire measures of role conflict and ambiguity. Analyses of responses of managers show these two constructs to be factorially identifiable and independent. Derived measures of role conflict and ambiguity tend to correlate in two samples in expected directions with measures of organizational and managerial practices and leader behavior, and with member satisfaction, anxiety, and propensity to leave the organization."

Roberts, Karlene H.
On looking at an elephant: an evaluation of cross-cultural research related to organizations. Psychological bulletin, vol. 74, no. 5, November 1970, pp. 327-350.
"Research and discussion related to cross-cultural studies of organizational behavior are reviewed. Of the 526 publications originally uncovered, selected articles are assessed. ... Findings concerned with the characteristics of individuals in organizations, organizational subunits, organizational totalities, and organizational interactions are considered."

Schneider, Benjamin and C.J. Bartlett.
Individual differences and organizational climate: 1. The research plan and questionnaire development; 2. Measurement of organizational climate by the multi-trait, multi-rater matrix. Personnel psychology, vol. 21, no. 3, Autumn 1968, pp. 323-333; vol. 23, no. 4, Winter 1970, pp. 493-512.
Reports on the development of an Agency Climate Questionnaire using the population of a group of life insurance agencies. Presents results of a long-term longitudinal study designed to measure and assess the impact of different organizational climates on managerial personnel and agents in life insurance agencies. They indicate great caution should be used in the adoption of a "single" measure of perceived environment.

Schroeter, Louis C.
Organizational elan. New York, American Management Association, Inc., 1970. 181 pp.
Four essays on the component parts of organizational elan, which are described as entente, leadership, adaptation and nexus. The essence of elan, it is suggested, is the "determination to achieve."

Seese, Dorothy A.
The management of work. Journal of systems management, vol. 22, no. 9, September 1971, pp..36-41.
The work group concept as a replacement for the classic organization chart is discussed. Under the work group concept a company is organized around a function and its objectives, not a personality. The theory behind the work group concept is that wants stem from needs and needs can be translated into objectives and executed. A cyclic procedure would be created (objectives→functions→assignments→measurements→controls). The author describes this concept as a tool for company and human organization.

Shepard, Jon M.
On Alex Carey's radical criticism of the Hawthorne Studies. Academy of Management journal, vol. 14, no. 1, March 1971, pp. 23-32.
"This paper attempts to provide perspective for Alex Carey's self-admitted 'radical' criticism of the Hawthorne Studies. Contrary to Carey, it is contended that the Hawthorne researchers did not minimize the influence of monetary incentives to satisfy their predelictions for a particular style of supervision. It is concluded that part of the enduring significance of this body of research resides in its placement of financial incentives into a social context."

Smith, Peter B. and others.
Relationships between managers and their work associates. Administrative science quarterly, vol. 14, no. 3, September 1969, pp. 338-345.
"The problem considered is whether good relations with one's superior tend to enhance one's relations with others. It is hypothesized that under conditions of slow change, the enhancement model is upheld, but that where more rapid changes occur, relationships are polarized, i.e., good relations with one's superior are associated with poor relations with others. Data are presented based on interviews with 90 British managers."

Stark, Bobby J.
A study of marginal men in business organizations. Ann Arbor, Mich.,University Microfilms, 1969. 149 pp.
"As shown in the model, there are both marginal and non-marginal individuals in organizations and their behavior can be functional or disfunctional for the organization depending on the attitude and action of management."
Doctoral dissertation, University of Oregon, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 8, February 1970, p. 3149-A.

Starr, Martin K.
Management; a modern approach. New York, Harcourt Brace Jovanovich, 1971. 716 pp.
Chapters 14 and 15 deal with the individual and the group within the organization.

Steinmetz, Cloyd.
The human touch in management. Springdale, Conn., Motivation, Inc., 1967. 19 pp.
H-hear him out, U-understand his feelings, M-motivate desires. The author spells out "Human Touch," making each letter stand for a basic principle in the art of human relations for supervisors.

Individual-Organizational Relationships -- General (Cont'd)

Stern, Richard.
Better human relationships through better communication. Supervisory management, vol. 16, no. 6, June 1971, pp. 4-7.
The underlying thought is that the foundation of effective communication is a thorough knowledge of human relations. Points out that two kinds of messages are transmitted in a communication situation - factual and emotional. Also conveys the idea that human relations are in a constant state of flux since both of the communicators are involved in a process of change. Advises the supervisor to be perceptive as to the effect of his own communication on others and on how those of his subordinates affect each other.

Tausky, Curt.
Work organizations; major theoretical perspectives. Itasca, Ill., F.E. Peacock Pub., Inc., 1970. 223 pp.
"In this book are presented key theories of organization (classical theory, human relations, and structuralism), basic processes in organization (strains in the link between individual and organizational goals, hierarchical control, mobility, and productivity), and a concluding chapter dealing with the consequences for control relationships which follow from the contrasting assumptions about the nature of man in human relations and 'conventional' theory."

Terry, Carlos J. M.
People in organizations; how does structure effect behavior? Personnel administration, vol. 33, no. [5], September-October 1970, pp. 19-25.
"An organization to be efficient, must fit people with roles, roles among themselves, and viewing the organization as a network of roles, establish a structure of roles or behavior that fits the external environment." Cautions that in introducing change into the organization, the job occupant's flexibility should be determined before change is instigated.

Tosi, Henry.
Organization stress as a moderator of the relationship between influence and role response. Academy of Management journal, vol. 14, no. 1, March 1971, pp. 7-20.
Reports on data obtained from 488 branch managers of consumer loan offices of a large finance organization to determine the relationship of perceived role discrepancies and role responses of individuals. Role conflict was found to be related to job satisfaction and job threat and anxiety. Influence and effectiveness were related in low stress situations but not in high stress situations.

Two views of democracy in today's office. Administrative management, vol. 32, no. 7, July 1971, pp. 33-35.
William J. Crockett briefly describes eight factors (fear, bureaucracy, lethargy, conformity, hypocrisy, and pollution) which result from an authoritarian management style in his article, "End corporate tyranny."
Anthony C. Clarkson ("Employees must learn to join the team") covers need for management to use training and employee communications programs and to discuss with employees the question, "Why are we here." He feels this is necessary to counter deteriorating services caused by employees who lack a "prideful pleasure of work well done."

Wall, H. Richard.
Reconciling organization and personal goals. Personnel journal, vol. 49, no. 1, January 1970, pp. 41-44.
If the goals of the individual and the organization are to be reconciled, three areas which must be dealt with are increased motivation and responsibility, better communication, and psychological closeness. The supervisor must know what his subordinates are doing, what they would like to do and what steps will be satisfactory to them and to the company.

Walton, Richard E.
Interpersonal peacemaking; confrontation and third-party consultation. Reading, Mass., Addison-Wesley, 1969. 151 pp.
Research supported by the Advanced Research Projects Agency of the Department of Defense and monitored by the Air Force Office of Scientific Research.
Based on case studies; develops a model for third parties who would diagnose recurrent conflicts between individuals in organizations.

Wegner, Robert E. C. and Leonard Sayles.
Cases in organizational and administrative behavior. Englewood Cliffs, N.J., Prentice-Hall, Inc., 1972. 204 pp.
These cases were organized to be used with standard textbooks in the field and should be helpful "in courses such as organizational behavior, human relations,individual and group behavior, supervision ... and the sociology of organizations." They are designed as "vicarious participations in a wide variety of management decisions involving human beings under stress."

Whyte, William F.
Organizational behavior; theory and application. Homewood, Ill., R.D. Irwin, 1969. 807 pp.
Even though based on author's previous book, Men at Work, this valuable text contains numerous changes and additions including nineteen completely new chapters. It is an attempt to present a "coherent theoretical framework" of the history, research methodology and applications of the study of human behavior in organizational settings. Case studies are given and discussion questions are included at the end of each chapter.
Partial contents: Groups and intergroup relations; Union-management relations; Introducing change.

Williams, Fredrik P. and Raymond L. Read.
Contemporary approaches to the control of organizational conflict. Business studies (North Texas State University), vol. 8, no. 2, Fall 1969, pp. 78-84.
This article is concerned with the conflict between the individual and the organization and the conflict which arises among groups within the organization. Remedies suggested include organizational change, strengthening interpersonal relationships and better communication.

Willings, David R.
The human element in management. London, B. T. Batsford, Ltd., 1968. 224 pp.
Presents findings and applications of behavioral science research to aid managers in understanding their most valuable resource and in developing appropriate policies and procedures in all areas of management. Chapters on leadership, frustration, the need conflict, fear motivation, etc.

Individual-Organizational Relationships--General (Cont'd)

Winthrop, Henry.
The manager's guide to good human relations. Stamford, Conn., Motivation, Inc., 1968. 23 pp.
Outlines thirty ways--some positive, some negative--of improving the human relations aspect of management.

Zaleznik, Abraham.
Power and politics in organizational life. Harvard business review, vol. 48, no. 3, May-June 1970, pp. 47-60.
Discusses how cognitive and emotional limitations of executives influence decision making. "Frank recognition of the importance of personality factors and a sensitive use of the strengths and limitations of people in decisions on power distributions can improve the quality of organizational life."

Zerfoss, L. F.
Does your management climate encourage initiative and creativity?' Professional engineer, vol. 40, no. 7, July 1970, pp.34-37.
Technical, scientific and other professional employees are an often neglected resource in business, industry and government. Ways of providing a creative and challenging climate for them and, at the same time, of recharging the organization, are noted. Includes chart entitled, "Behavioral characteristics of the mature manager." Article taken from portions of author's book, Developing Professional Personnel in Business, Industry, and Government.

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Albanese, Robert.
Overcoming resistance to stability. Business horizons, vol. 13, no. 2, April 1970, pp. 35-42.
"This article explores some reasons for the present emphasis on change, argues for a need for more intelligent resistance, and suggests some ways to balance the needs for change, stability, and continuity."

American Foundation for Management Research, Inc.
The anatomy of organization development; an exploratory study of a planned change in organizational climate within a large company /Ralston Purina Company/ by Treadway C. Parker. New York, 1968. 163 pp.

Argyris, Chris.
Management and organizational development; the path from XA to YB. New York, McGraw-Hill, 1971. 206 pp.
"At the heart of organizational development is the concern for the vitalizing energizing, actualizing, activating, and renewing of organizations through technical and human resources." In this book, Argyris, using McGregor's Theory X and Y and his own Patterns A and B, examines three organizations experimenting with moving their management approaches from XA to YB in the hope of raising the quality of life within their organizations. Addressing himself to the line executive and the professional consultant, Argyris cautions that the task is a difficult and frustrating one, though exciting and essential.

Averch, Vernon R. and Robert A. Luke, Jr.
Organization development: the view from within. Training and development journal, vol. 25, no. 9, September 1971, pp. 38-42.
Reports on the organization development efforts of an outside consulting firm at First National Stores. Program objectives, predominant issues and areas of resistance are among the topics considered.

Baird, Richard S.
Upward mobility at the Navy Finance Center, Cleveland. Journal of Navy civilian manpower management, vol. 5, no. 2, Summer 1971, pp. 26-32.
Describes NFC's implementation of a total organizational development program involving job development, development of flexibilities between and within occupations, career counseling, after-hours and on-the-job training, and supervisory and executive training opportunities. "The Navy Finance Center has found the Upward Mobility Program to be inextricably involved in the total organizational development program--with climate, structure, communication, management development, EEO, and human relations." The removal of personnel ceilings to provide management flexibility is also reported.

Beckhard, Richard.
Organization development; strategies and models. Reading, Mass., Addison-Wesley, 1969. 119 pp.
Systematically describes tactics and activities used by persons engaged in a variety of efforts directed towards organizational change, providing illustrative case studies. Considers also a number of strategies for those engaged in the management of organizational change.

Organizational Change and Development (Cont'd)

Bennis, Warren G.
Organization development; its nature, origins, and prospects. Reading, Mass., Addison-Wesley, 1969. 87 pp.
Surveys the history and the present practice of formalized organizational change efforts, considering what they are and what conditions create the need for such an effort. Includes a discussion of sensitivity training as a strategy in organizational change.

Bennis, Warren G., Kenneth D. Benne and Robert Chin, eds.
The planning of change. 2d ed. New York, Holt, Rinehart, and Winston, 1969. 627 pp.
About nine-tenths of the readings in this shorter second edition are new, and the boundaries of the subject matter are more clearly defined. Readings cover the evolution, elements, and dynamics of planned change, value dilemmas and goals.
Selected titles: Principles and strategies in the use of laboratory training for improving social systems, by Warren G. Bennis and Edgar H. Schein; Authentic interaction and personal growth in sensitivity training groups, by James V. Clark.

Bentley, Helen D.
Productivity and change. Personnel administration, vol. 34, no. 5, September-October 1971, pp. 4-7, 56-59.
Urging that each individual become fully productive, the Chairman of the U. S. Federal Maritime Commission considers four major areas in which change could expedite this. The changes involve employees of organizations and bear on the personnel field. Chairman Bentley also cites the proposed Federal Executive Service as a system which would help bring out the best in executives and one which deserves the support of the personnel profession.
Articles based on address at the Annual Conference of the Society for Personnel Administration, Washington, D.C. May 27, 1971.

Berkley, George E.
The administrative revolution; notes on the passing of organization man. Englewood Cliffs, N.J., Prentice-Hall, 1971. 181 pp.
Assesses the impact of current change upon organizations and people in the public and private sectors. Notes the appearance of organizations more open and integrated with society's goals, the crumbling of hierarchies and the convergence of labor and management interests.

Biller, Robert P.
Organizational capacity for change and adaptation; an exploration in a public research and development organization. Ann Arbor, Mich., University Microfilms, 1970. 333 pp.
"... The study suggests that developing organizational change capacity is now a more critical problem than accomplishing particular organizational changes. Current change technologies (such as managerial directives, training programs, and consultant recommendations) seldom recognize this and frequently work in an exactly inverse direction--decreasing change capacity by the procedures used to accomplish particular changes. Environmental turbulence, goal uncertainty, and work ambiguity are suggested as criteria by which alternative change technologies and alternative organizational forms may be chosen."
Doctoral dissertation, University of Southern California, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 7, January 1970, pp. 3080-A-3081-A.

Blain, Isabel and Jennifer Keohane.
One company's management structure before and after a change. Occupational psychology (Gt. Brit.), vol. 43, no. 1, January 1969, pp. 23-38.
"This report describes the management structure of a large manufacturing unit as it existed at two different dates and shows that changes in structure were associated with changes in the proportion of managers who gave approving evaluations of the circumstances in which they worked."

Blake, Robert R. and Jane S. Mouton.
Building a dynamic corporation through grid organization development. Reading, Mass., Addison-Wesley, 1969. 120 pp.
Describes the Grid Organization Development method for planned change within the organization. Presents techniques and steps essential for inducing change to achieve desired results.

Blake, Robert R. and Jane S. Mouton.
Change by design, not by default. S.A.M. advanced management journal, vol. 35, no. 2, April 1970, pp. 29-34.
The authors distinguish systematic development from planning or management by objectives, pointing out that systematic development is based on an intellectual model of what "should be." They give specifications for an approach to organizational change which is based on systematic development.

Blake, Robert B. and Jane S. Mouton.
OD--fad or fundamental? Training and development journal, vol. 24, no. 1, January 1970, pp. 9-14, 16-17.
Elements of the OD (organizational development) concept are examined through eight sets of assumptions drawn from observations and field experiments. Defined simply as a systematic way of inducing change, OD is seen as fundamental, applicable in any organization.

Blumberg, Arthur and William Wiener.
One from two: facilitating an organizational merger. Journal of applied behavioral science, vol. 7, no. 1, January-February 1971, pp. 87-102.
"This paper focuses on the problems which develop when two organizations are joined to create one functioning unit." Using a case study involving two national voluntary community organizations, the authors demonstrate how, as consultants, using diagnostic and training intervention techniques, they brought about a successful merger by reorganization.
Comments: Organizational marriage counseling: a first step, by John J. Humpal, pp. 103-109; The merger as organizational process, by Edgar H. Schein, pp. 110-111.

Bourn, C. J.
People and change. O and M bulletin (Gt. Brit.), vol. 26, no. 3, August 1971, pp. 142-149.
Provides a "diagnostic checklist on resistance to change" based on the thesis that resistance factors are related to how an individual feels proposed change will affect his role within the organization's network of social system. By helping re-create the outlook of the manager or worker, the checklist is designed to test possible staff reactions to political, economic or status implications of proposed change.

Organizational Change and Development (Cont'd)

Braunstein, Daniel N.
Interpersonal behavior in a changing organization. Journal of applied psychology, vol. 54, no. 2, April 1970, pp. 184-191.
"The following investigation was designed as an attempt to assess organization members' perceptions of some dimensions of a changing organization by using an objectively scored instrument, and to explore the methodological problems involved. The investigation was conceived as a field rather than laboratory study...." It was based on the reorganization of the professional staff in a large Veterans Administration hospital in the Midwest and was designed to test the hypothesis that "reactions differed between job levels, similar organizational units, and times of measurement."

Burke, W. Warner and Warren H. Schmidt.
Management and organization development; what is the target of change? Personnel administration, vol. 34, no. 2, March-April 1971, pp. 44-56.
Examines the concept and scope of organization development by comparing it--through text and charts--with the following dimensions of management development: goals, reasons for initiation, difficulties involved, strategies for producing change, time frame, staff requirements, and problems and criticisms.

Conflict within and between organizations. Administrative science quarterly, vol. 14, no. 4, December 1969, pp. 499-606.
Contents: Varieties of organizational conflict, by Louis R. Pondy; Patterns of organizational conflict, by Ronald G. Corwin; Organizational context and interdepartmental conflict, by Richard E. Walton, John M. Dutton, and Thomas P. Cafferty; Effects of power bases and peer groups on conformity in formal organizations, by Donald I. Warren; Strikes and mutinies: A comparative study of organizational conflicts between rulers and ruled, by Cornelis J. Lammers; Constructive role of interorganizational conflict, by Henry Assael; Belief in government control and the displaced worker, by J. John Palen; Role occupancy and attitudes toward labor relations in government, by H. George Frederickson.

Crockett, William J.
Team building--one approach to organizational development. Journal of applied behavioral science, vol. 6, no. 3, July-August-September 1970, pp. 291-306.
A description of an effort in the Department of State to improve management and communications through team building. Eleven senior employees (a boss and his ten subordinates) met with two behavioral scientists for two days, confronting their personal strengths and weaknesses as well as their working relationships. They found participative management not easy but rewarding.

Culbert, Samuel A. and Jerome Reisel.
Organization development: an applied philosophy for managers of public enterprise. Public administration review, vol. 31, no. 2, March-April 1971, pp. 159-169.
"Organization Development (OD) is an application of behavioral science knowledge that provides managers a technology for managing change in their organization. This paper describes the identifying characteristics of OD and relates these characteristics to managerial problems." It also demonstrates how OD works in practice.

Dalton, Gene W. and Paul R. Lawrence, eds.
Organizational change and development. Homewood, Ill., R.D. Irwin, 1970. 393 pp.
"This book of cases and readings focuses on large-scale organization change, not on individual or small group change." Readings include: How to deal with resistance to change, by Paul R. Lawrence; A psychologist looks at executive development, by Harry Levinson; Breakthrough in organization development, by Robert R. Blake and Jane S. Mouton, Louis B. Barnes and Larry E. Greiner; T Groups for organizational effectiveness, by Chris Argyris; Laboratory education: impact on people and organizations, by Marvin D. Dunnette and John P. Campbell; Motivation and behavior, by George H. Litwin and Robert A. Stringer, Jr.

Davey, Neil G.
The consultant's role in organizational change. MSU business topics, vol. 19, no. 2, Spring 1971, pp. 76-79.
Discusses factors affecting effective utilization of external consultants, e.g., points to consider prior to employment or anticipated organizational relationships with staff and with management.
See also the author's dissertation, Influences on an External Consultant's Effectiveness in Assisting Organizational Change (Michigan State University, 1969). Abstracted in Dissertation Abstracts International, vol. 30, no. 12, June 1970, p. 5115-A.

Daumer, Karl H.J.
Planned organizational development and change: a clinical study. Ann Arbor, Mich., University Microfilms, 1969. 201 pp.
Reports research "to document the assumptions, strategies and processes of a planned organizational change in ... an organizational development project conducted at a large midwestern corporation."
Doctoral dissertation, Case Western Reserve University, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 10, April 1970, p. 4070-A.

DesRoches, Jacques M.
The developing irrelevance of formal organization patterns. Optimum, (Canada), vol. 1, no. 1, Winter 1970, pp. 6-12.
Argues that organizations serve two purposes--getting a job done and channelling innovation. Suggests greater attention to organizational changes which will achieve the second goal.

Dicle, Ilhan A.
Systems theory and organizational change. Ann Arbor, Mich., University Microfilms, 1969. 395 pp.
"This study is an attempt to survey the literature on the subject and construct a model of organizational change so as to understand, explain, and predict how it may be attained and organizational needs be better served."
Doctoral dissertation, University of Southern California, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 7, January 1970, p. 3082-A.

Dicle, Ulku
Action research and administrative leadership. Ann Arbor, Mich., University Microfilms, 1969. 339 pp.
"The overall objectives of the study was to indicate the role of the administrative leadership in the process of planned organizational change."
"Based on the findings of the empirical study, a leadership development program, ... was proposed to the organization."
Doctoral dissertation, University of Southern California, 1969, Abstracted in Dissertation Abstracts International, vol. 30, no. 7, January 1970, pp. 3082-A-3083-A.

Organizational Change and Development (Cont'd)

Dynamics of change: opportunity or crisis? S.A.M. advanced management journal, vol. 36, no. 4, October 1971 (whole issue).

This issue is devoted to selected papers from the annual International Management Conference of the Society for Advancement of Management held at Cincinnati, Ohio, May 17-19, 1971. Virginia R. Allan, head of the President's Task Force on Women's Rights and Responsibilities, summarizes in "A matter of simple justice" (pp. 49-52), the Task Force's legislative and administrative recommendations to eliminate sexual discrimination.

Other papers: Do fundamentals of management really change? by Stanley D. Breitweiser; The effect of change on an organization, by James M. Ewell (which includes description of Proctor and Gamble's system for career advancement); The challenge of human management, by A. Reuben Gornitzka; Management of human productivity, by Joseph H. Quick; Authority, by William Blackie; The basic dilemma, by Carl W. Golgart (which discusses employee motivation in changing times); and Communications in changing times, by Owen A. Paul.

Easton, Allan, ed.
Managing organizational change--selected case studies. Hempstead, N.Y., Hofstra University, 1969. 246 pp. (Hofstra University yearbook of buiness, series 6, vol. 4)

Student reports based on field research in organizations undergoing change or which already had experienced a major change. Each case study describes period prior to change, the change process, and entity after change.

Eddy, William B.
Beyond behavioralism? Organization development in public management. Public personnel review, vol. 31, no. 3, July 1970, pp. 169-175.

Organizational development (OD) involves the more effective utilization of human resources in the organization. Its evolution and goals are discussed in some detail, with particular reference to public administration.

Eddy, William B.
From training to organization change. Personnel administration, vol. 34, no. 1, January-February 1971, pp. 37-43.

Reviews characteristics of organization development programs. Presents an exhibit which compares traditional training and the organization change process. Examines various thrusts toward the new approach and scans issues programs are posing for personnel and training administrators.

Executive study Conference, New York City, November 13 and 14, 1968.
Managing organizational effectiveness. Proceedings..., and spring conference, Inkster (Detroit), Mich., May 14-15, 1968. Princeton, N. J., Educational Testing Service, 1969. 259 pp.

Partial contents: Organization development: approaches and overview; A task-process approach to organization development; Grid applications in a multi-division company; A survey-feedback approach to organization development; Building internal resources for organizational development;

Fink, Stephen L., Joel Beak and Kenneth Taddeo.
Organizational crisis and change. Journal of applied behavioral science, vol. 7, no. 1, January-February 1971, pp. 15-37.

S.L. Fink's four-stage model (shock, defensive retreat, acknowledgment, and adaptation and change), developed in 1967 for conceptualizing individuals in crisis, was extended to study the behavior of organizations in crisis. This framework was related to such concepts as processes of change, interpersonal and intergroup relations, communication, leadership and decision making, planning and goal setting, and the role of consultants during stress.

A negative comment: A model laid to rest, by Leonard Solomon and Norman Paris, pp. 38-41.

Fordyce, Jack K. and Raymond Weil.
Managing with people; a manager's handbook of organization development methods. Reading, Mass., Addison-Wesley, 1971. 192 pp.
Handbook concentrates on the joint qualities of management of change. Covers the functions, qualifications and selection of third party consultants and presents methods for bringing about organizational change.

Foss, Laurence.
The psychedelic seventies: new life styles for those in business? Management of personnel quarterly, vol. 9, no. 2, Summer 1970, pp. 2-10.
Suggests that such theories as those of Herzberg, Argyris, Maslow and Blake-Mouton may apply only marginally to many younger company employees and prospective employees. Proposes that the new global mentality calls for enlargement of the classical organizational development concept. Looks at the rationale underlying the shift toward this concept and suggests a new model of corporate activity. Recommends certain non-task orient[illegible]nsitivity techniques as preparation for it.

Fox, Elliot M.
The dynamics of constructive change in the thought of Mary Parker Follett. Ann Arbor, Mich., University Microfilms, 1970. 226 pp.
Discusses the ideas of Mary Parker Follett who "believed that the same social and psychological processes that cause change also provide the means for solving the problems that it creates." The leader's function is to encourage this process.
Doctoral dissertation, Columbia University, 1970. Abstracted in Dissertation Abstracts International, vol. 31, no. 6, December 1970, p. 2549-A.

French, Wendell L.
Organization development objectives, assumptions and strategies. California management review, vol. 12, no. 2, Winter 1969, pp. 23-34.
Informative and interesting approach to a program of organization development, of planned change, with the objective of improving organizational relationships and of making work more rewarding as well as more economically productive. Includes an action research model for organization development, and detailed listing of conditions and techniques essential to success. Also comments on the role of sensitivity training in such a program. Extensive references.

French, Wendell L.
Organizational development: what it is and is not. Personnel administrator, vol. 16, no. 1, January-February 1971, pp. 2, 4, 6+.
"This article defines OD, outlines a typical OD situation, indicates objectives sought and techniques used, and illustrates some problems alleviated or eliminated through the use of OD workshops." Reprinted from Business Review (Univ. of Wash.), Summer 1970.

Frohman, Mark A. and Marshall Sashkin.
The practice of organization development; a selective review. [Ann Arbor, University of Michigan, Institute for Social Research, 1970.]Reprinted by[National Technical Information Service, Springfield, Va., 1970. 67 pp. (AD-714-261)
"The document is a review and integration of the major empirical literature on organizational development practice. Covered are the managerial grid, survey feedback procedures. sensitivity training, and socio-technical systems approaches."
See also Frohman's dissertation, An Empirical Study of a Model and Strategies for Planned Organizational Change (University of Michigan, 1970). Abstracted in Dissertation Abstracts International, vol. 31, no. 12, June 1971, pp. 7658-B-7659-B.

Organizational Change and Development (Cont'd)

Ganesh, S. R.
Choosing an OD consultant. Business horizons, vol. 14, no. 5, October 1971, pp. 49-55.
"This article deals with the problem of choosing an OD consultant. Considerations will include the relationship of organization development activities to a variety of topics; OD consultants' orientations to these topics; how these orientations related to five questions that are critical to the choice of a consultant; research conducted at the Alfred P. Sloan School of Management, M.I.T.; how the client can use the five questions and the different views to generate a check list of questions; and the implications that are relevant to the executive."

Genfan, Herb.
Managing change. Personnel journal, vol. 48, no. 11, November 1969, pp. 910-911.
Suggests ways to overcome resistance to change, giving examples of successful procedures.

Glueck, William F.
Organization change in business and government. Academy of Management journal, vol. 12, no. 4, December 1969, pp. 439-449.
A look at the structural and behavioral approaches to organizational change, using case studies from a large corporation and from the Executive Branch of the State of Michigan. Author suggests that change can be most effective when the two approaches are used together.

Glueck, William F.
Organization planning and development. New York, American Management Association, Inc., 1971. 165 pp. (AMA research study 106)
Report is the result of a study of the organizational planning and development function in a selected group of American companies. A literature search, a research workshop, interviews and a survey questionnaire all contributed to the data. The emergence and purpose of this function, the executives and other personnel involved and the activities reported by the various companies are among the topics considered.
See also the author's article, "Organization planning and development," in Business Perspectives, vol. 6, no. 1, Fall 1969, pp. 10-16.

Golembiewski, Robert T.
Organization patterns of the future: what they mean to personnel administration. Personnel administration, vol. 32, no. 6, November-December 1969, pp. 19-24.
Explains two managerial theories with which personnel administration will have to concern itself: the managerial pull-theory and the management push-theory. Describes probable changes in organizational patterns consistent with the pull-theory in terms or four polarities: differentiation/integration, regression/wriggle room (freedom to act), stability/newness, and function/flow of work. Concludes with generalizations concerning challenges facing the staff personnel man and an enumeration of five major theories which will characterize successful approaches by personnel specialists.

Golembiewski, Robert T., and Stokes B. Carrigan.
The persistence of laboratory-induced changes in organization styles. Administrative science quarterly, vol. 15, no. 3, September 1970, pp. 330-340.
"Changes in interpersonal and intergroup styles in a small managerial population were observed following exposure to a learning design based on the laboratory approach."
Resulting evidence suggests "that the training design helped induce and sustain major changes in a large number of measures of the interpersonal and intergroup styles of a small organization unit."

Organizational Change and Development (Cont'd)

Golembiewski, Robert T. and Stokes B. Carrigan.
Planned change in organization style based on the laboratory approach. Administrative science quarterly, vol. 15, no. 1, March 1970, pp. 79-96.
Results of effort to change an organization's design using the laboratory approach and a one-week learning experience including sensitivity training. Results showed managers as more free to behave in ways they preferred, and their work climate more what they wished it to be.

Harley, Kay.
Team development. Personnel journal, vol. 50, no. 6, June 1971, pp. 437-443.
Addresses problem of integrating the demands of organizational change and development with the human needs of an organization's members. Contrasts T-group and team development methods for achieving change and presents models and processes of the team development method.

Harrison, Roger.
Choosing the depth of organizational intervention. Journal of applied behavioral science, vol. 6, no. 2, April-May-June 1970, pp. 181-202.
"The point of view of this paper is that the depth of individual emotional involvement in the change process can be a central concept for differentiating change strategies. In focusing on this dimension, we are concerned with the extent to which core areas of the personality of self are the focus of the change attempt."
Also explores ways in which the autonomy of organization members and their own perceptions of their need for help set limits on the depth of intervention which can produce change in organizational functioning.

Heller, Frank A.
Group feed-back analysis as a change agent. Human relations, vol. 23, no. 4, August 1970, pp. 319-333.
"The present paper will discuss the evidence that research plus feed-back of various kinds is an important ingredient in the process of encouraging organisational change. A method called Group Feed-back Analysis will be described and compared with other methods, particularly T-Groups."

Herman, Stanley M.
T-groups and greater productivity. Personnel administrator,,vol. 16, no. 3, May-June 1971, pp. 17-20.
To succeed in developing organizational change, the management should start with changing the organization culture (i.e., climate), supplemented by sensitivity training. The author bases article on TRW, Inc.'s experience, and also lists obstacles. Organization culture is defined.

Herman, Stanley M.
What is this thing called organization development? Personnel journal, vol. 50, no. 8, August 1971, pp. 595-603.
Examines the nature of organization development, showing that it involves not only sensitivity training but also a modification in organization culture. Illustrating with an "organization iceberg" model, Herman stresses the importance of recognizing that all parts of the organization (not merely the formal ones) are appropriate subjects for change. He concludes with a summary of required conditions for an effective organization development effort.

Huse, Edgar F. and Michael Beer.
Eclectic approach to organizational development. Harvard business review, vol. 49, no. 5, September-October 1971, pp. 103-112.
This experiment with organizational development in a mnaufacturing plant was shown to be a powerful way to increase organizational effectiveness. Among the benefits were improved communication, better leadership and supervision, and increased motivation and personal growth.

Organizational Change and Development (Cont'd)

Jenks, R. Stephen.
An action-research approach to organizational change. Journal of applied behavioral science, vol. 6, no. 2, April-May-June 1970, pp. 131-150.
"This paper is concerned with the development, testing, and application of a research instrument designed for use in organizational settings as an integral part of organization change and development efforts."
Describes use of the Q-sort instrument with the personnel planning group in reorganizing the personnel department of a large midwestern manufacturing corporation.

Jones, Garth N.
Planned organizational change; a study in change dynamics. New York, F. A. Praeger, 1968. 243 pp.
Research study on how to change organizations constructively, using case studies to provide the raw data for analysis and developing theories and concepts on the dynamics of change, the agents of planned change, and the instrumentalities of change.

Kingdon, Donald R.
The management of complexity in a matrix organization: a socio-technical approach to changing organizational behavior. Ann Arbor, Mich., University Microfilms, 1970. 363 pp.
Doctoral dissertation, University of California, Los Angeles, 1969. Abstracted in Dissertation Abstracts International, vol. 31, no. 2, August 1970, pp. 517-A-518-A.

Kolb, David A. and Alan L. Frohman.
An organization development approach to consulting. Sloan management review, vol. 12, no. 1, Fall 1970, pp. 51-65.
A model for planned change when the services of a consultant are being used. The authors suggest that this model will "increase the effectiveness of the consultation process" in a business, school, or community organization. They focus on both the relationship between the client and consultant and also on the nature of the work.

Labovitz, George H.
Organizing for adaptation; the case for a behavioral view. Business horizons, vol. 14, no. 3, June 1971, pp. 19-26.
Reviews research of major writers on planned approach to organizational development. Argues for "a responsive, participating people operating a relatively unstructured, fluid environment." The elements constituting strong leadership are discussed.

Lachter, Lewis E.
1971: year of the 'administrative profit'. Administrative management, vol. 32, no. 1, January 1971, pp. 18-22.
"Change will be the key word in the Seventies." Executive authoritarianism and rigidity in organizations can be expected to give way to better communications and a sensitivity to use of human resources. Increased demands for knowledgeable business systems analysts, an upsurge in office skills training programs and more in-house development of ADP personnel are predicted.

Lawrence, Paul R. and Jay W. Lorsch.
Developing organizations; diagnosis and action. Reading, Mass., Addison-Wesley, 1969. 101 pp.
Explores relationships within organizations on three levels: that of the organization-environment, the group-group, and the individual organization. Equipped with this knowledge, a skilled manager should be able to bring about constructive organizational change and development.

Lella, Joseph W.
New foci on organizational change. Ann Arbor, Mich., University Microfilms, 1969. 313 pp.
Research on foci previously neglected includes ..."(1) the intensive study of particular types of change stimuli; (2) their total impact upon organizations; and, (3) the conditioning influence of social process emerging from the stimuli, and of the structure of the organization in which change is studied, on the emergence of change precipitated by these stimuli."
Doctoral dissertation, University of North Carolina, at Chapel Hill, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 8, February 1970, p. 3558-A.

Libaw, Frieda B.
And now, the creative corporation. Innovation, no. 19, March 1971, pp. 2-12.
A new kind of corporation which represents an adaptation to changing conditions and whose purpose is social problem solving is described. Discusses the new forms of management and participative decision making which are evolving and the new sets of incentives and demands on its generalist employees.

Lifrieri, Thomas J. and Ernest M. Schuttenberg.
Effects of a merger on the human organization. Management of personnel quarterly, vol. 10, no. 1, Spring 1971, pp. 27-31.
An examination of what needs to be done to fully utilize human resources in the event of a merger. Authors suggest the use of task groups and identify the following stages of procedure: diagnosis, goal setting, planning, communication, implementation and evaluation.

Lippitt, Gordon L. and Leslie This.
ITORP. Training and development journal, vol. 24, no. 7, July 1970, pp. 10-15.
Focuses on the rationale in ITORP sessions (implementing the organization renewal process). Authors examine the prime concepts in their model as they apply to ITORP--human resources, interfacing, organizational growth, environmental response--as well as significant areas for implementing the organizational renewal process. Responding appropriately to the situation is taken as the key element in organization renewal.

Lynton, Rolf P.
Linking an innovative subsystem into the system. Administrative science quarterly, vol. 14, no. 3, September 1969, pp. 398-416.
"In a turbulent environment, institutions must innovate to survive. Some institutions have differentiated subsystems with the primary task of working out innovative responses to the turbulent environment for the whole system. ... Adoption of the innovative products of the subsystem by other subsystems is essential to the effective response of the system to its environment; therefore ... subsystems need to be appropriately linked." This paper examines the linkage mechanism which applies to four distinct assessments of the needs for change.

McFeely, Wilbur M.
Multilayered management. Conference Board record, vol. 8, no. 3, March 1971, pp. 25-29.
The theory expounded is that an organization tends to be multi-institutional in nature. "Thus, an analysis of the problems of organizational change indicates that, within the management group which is most affected by change, there are at least three recognizable internal institutions." McFeely examines the nature of the three internal institutions and their patterns of interaction.

Organizational Change and Development (Cont'd)

Maier, Norman R.F. and Marshall Sashkin..
The contributions of a union steward vs. a time-study man in introducing change: role and sex effects. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 221-238.
The value of two kinds of outsiders, one who identifies with management and one who identifies with labor, is tested to see when problem-solving behavior is most likely to be initiated and bargaining terminated. Results show the company man to be more influential in determining outcome than the outsider. Male leaders are more aggressive and variable than females in choosing means of solution.

Margulies, Newton.
Implementing organizational change through an internal consulting team. Training and development journal, vol. 25, no. 7, July 1971, pp. 26-33.
"This article describes one such attempt at marshalling internal consulting help to assist a segment of a large organization in their effort to deal with the critical questions surrounding their effectiveness." A case study in the formation and workings of an internal consulting team to effect organization development is presented together with data about the specialized role of an external consultant working with the company team.

Martin, Roderick and R. H. Fryer.
Management and redundancy: an analysis of planned organizational change. British journal of industrial relations, vol. 8, no. 1, March 1970, pp. 69-84.
Examines a case of labor force redundancy in a medium sized English town brought on by gradual reduction in the operations of the town's major industry. Shows how the firm's task environment and the dynamics of its management system limited the ability of its managers to act as economic men. Separate case studies are related "by locating the study of redundancy within the sociological framework of organizational theory, by outlining a 'bounded rationality' approach to its study, and by illustrating the approach from existing studies ..." and from this research.

Massey, Robert J.
Breaking the bureaucratic progress barrier. Defense management journal, vol. 6, no. 3, Summer 1970, pp. 26-31.
Presents a concept of organizational change in which aspired standards are achieved by constantly identifying problems and coupling these with solutions. Managers are responsible for applying the R&D approach in identifying barriers to progress, searching solutions, and evaluating results.

Mather, Alan F. and Ernest M. Schuttenberg.
A team development project. Training and development journal, vol. 25, no. 2, February 1971, pp. 15-19, 22-24.
A case history of an organizational development project at American Airlines which deals with the effective management of a large organization, effective use of staff meetings and better upward and downward communication.

Mayer, Richard J.
Organization development--the engineering side of behavioral science. Management of personnel quarterly, vol. 10, no. 3, Fall 1971, pp. 26-32.
Attempts to clarify the meaning of organization development, "the engineering side of behavioral science as applied to organizations." Pursues this from the general to the specific, from theory to application. Includes a chart which outlines OD general objectives and some of the behavioral science findings and hypotheses which underlie its theory and method.

Mills, D. Quinn.
Industrial relations and the theory of human resources management. Sloan management review, vol. 12, no. 1, Fall 1970, pp. 1-14.
The author compares the three areas of speciality within industrial interpersonal relations--personnel administration, organization development and industrial relations--and points out the shortcomings of each. He particularly examines the problems of managing change in the presence of unions or other formal organizations.

Nachtman, Elliot S.
Planning for change. Professional engineer, vol. 40, no. 12, Dec. 1970, pp. 34-35.
Author asserts "that the failures often attributed to the failure of planning for technological change are ... really due to the failure of overall organizational planning." An organization must reconcile the conflicting interests of technological change, societal requirements and profit generation in its planning.

Nedd, Albert N. B.
The simultaneous effect of several variables on attitudes toward change. Administrative science quarterly, vol. 16, no. 3, September 1971, pp. 258-267.
"This study attempted to ascertain whether selected personality and situational variables were predictive of the relative rationality of a subject's responses to organizational change. ... The findings indicated that personality factors, specifically the subject's affective and cognitive styles, as indicated by his propensity to take risks rather than his environmental circumstances, determined the relative rationality of his responses to the changes."

Oates, David.
New shapes for the organization. Management review, vol. 60, no. 9, September 1971, pp. 30-32.
Modern organization structures are being employed to tone down the strict autocratic nature of the traditional pyramidal concept of management. Discusses variations on the pyramid theme such as the beehive, doughnut, ladder, super griddle, stretch, and bottom-up structures.
Condensed from International Management, July 1971.

O'Connell, Jeremiah J.
Managing change: planning and controlling organizational change. Ann Arbor, Mich., University Microfilms, 1966. 287 pp.
The example of a management consulting firm assisting a large life insurance company in reorganization and redesign is used to show the role of the management consultant in change and the difference between his approach and that of the social scientist.
Doctoral dissertation, Columbia University, 1966. Abstracted in Dissertation Abstracts International, vol. 30, no. 10, April 1970, p. 4077-A.

Organizational change has to come through individual change. Innovation, no. 23, August 1971, pp. 36-43.
An interview with Robert Tannenbaum, of the Graduate School of Management, UCLA, by Nilo Lindgren. In response to questions, Tannenbaum describes in some detail his approach to working with the individual within the social organization. The focus is on individual growth rather than group or team development.

Organizational Change and Development (Cont'd)

Rehfuss, John A.
Training, organizational development, and the future organization. Public personnel review, vol. 32, no. 2, April 1971, pp. 118-121.
"The thesis of this paper is ... that the type of training employed should relate to some evaluation of the likely shape future organization changes may take." Two "ideal types" of training, individual and organizational development, are reviewed here against two "ideal types" of organizations. Emphasis is on Federal agency characteristics.

Rosen, Ned A.
Open systems theory in an organizational sub-system: a field experiment. Organizational behavior and human performance, vol. 5, no. 3, May 1970, pp. 245-265.
Reports on an experiment which tested effects of leadership change within a manufacturing production operation. Designed to test aspects of open systems theory, results indicated that after temporary disruption, relationships tended to restabilize in a form closely resembling those of the original state.

Richard, James E.
Innovation and experimentation in a rapidly growing organization. In Industrial Relations Counselors, Inc. New dimensions in organization. New York, 1970, pp. 137-147. (Industrial relations monograph no. 30)
Author describes ways the Polaroid Company encourages each employee toward his maximum career potential and handles problems associated with rapid organizational expansion. Employees are encouraged through the "Pathfinder Project," a job posting system, career counseling, job exposure, education and training programs.

Schein, Edgar H.
Process consultation; its role in organization development. Reading, Mass., Addison-Wesley, 1969. 147 pp.
Highlights day-to-day activities of the consultant, describing a system of "process consultation" in which the consultant seeks to give the client insight into the group relationships going on around him. Discusses these group relationships: the communication process, functional roles of group members, leadership, problem-solving and decision-making.

Schmidt, Warren H.
The organization of tomorrow--creative, chaotic, or stagnant? Journal of Navy civilian manpower management, vol. 4, no. 1, Spring 1970, pp. 18-24, 32.
In a speech before the West Coast Civilian Personnel Officers Conference, Dr. Schmidt is concerned with ways to build a healthier organizational system and a healthier society, and the responsibilities of personnel people in these areas. Suggests ways in which employees and organizations are changing and what these changes mean in terms of leadership and human relations.

Schwartz, Alfred C.
Planning for change: what's the best technique? Personnel, vol. 47, no. 4, July-August 1970, pp. 47-54.
Examines four methods used to increase the planning strength of the manager: leaning on lower levels, relying on computer systems analysts, management by committee, the corporate office. Finds the last mentioned to the most effective and suggests extending the concept to lower levels when beneficial to do so.

Seashore, Stanley E. and David G. Bowers.
Durability of organizational change. American psychologist, vol. 25, no. 3, March 1970, pp.227-233.
"The question asked is whether changes that have been planned, successfully introduced, and confirmed by measurements, over but a relatively short span of time, can survive as permanent features of the organization." The example given is of a manufacturing company purchased by its major competitor. Results showed that the organization did not revert to its previous operating conditions but made additional progress toward new goals."

Senensieb, N. Louis.
Gaining acceptance of change. Journal of systems management, vol. 22, no. 5, May 1971. pp. 8-13.
Understanding the psychology of resistance to change and human factors at various management levels will help the systems analyst to implement change. Lists major do's and don'ts, from the beginning phase through installation and feedback.

Sherwood, Frank P.
The integration of the personnel function with the management of a changing organization. Journal of Navy civilian manpower management, vol. 4, no. 1, Spring 1970, pp. 14-17, 31.
The Director of the Federal Executive Institute presents five propositions related to organizations having significance for personnel management "which has too often been trapped in the service of the bureaucratic system and has not been free enough to exploit the really creative possibliities that are latent in every human system."

Sivasubramanian, Sridaran.
Management of change in organizations-a process analysis. Ann Arbor, Mich., University Microfilms, 1969. 247 pp.
"This study attempts to provide structure for examining the change process in formal organizations by developing a framework and identifying some strategic factors in the management of planned change."
It also points out the necessity for quantative studies, measurement tools and cross-cultural comparisons in assessing change programs.
Doctoral dissertation, University of Southern California, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 7, January 1970, p. 3084-A.

Smith, Brian P.
How to develop organizations. Management today (Gt. Brit.), May 1970, pp. 106-109.
Among the new devices being tried in the quest for more organizational flexibility and responsiveness is the appointment of an organizational development executive who is expected to be concerned with lines of communication, spheres of responsibility and authority, the impact of jobs, etc. Sample duties and company experiences are described.

Soltis, Ronald J.
A systematic approach to managing change. Management review, vol. 59, no. 9, September 1970, pp. 2-11.
Westinghouse developed the Managed Change Technique to achieve a high level of personnel involvement and managerial effectiveness for instituting change. Discusses applications, results, and benefits of this system which involves use of an outside consultant who works with a task force within the organization.

Spector, Malcolm B.
Legal careers and government service; a study in the social psychology of occupations. Ann Arbor, Mich., University Microfilms, 1970. 268 pp.
Based on a study of attorneys working in a branch office of a large Federal regulatory agency, the thesis examines individual career plan change and development and how the organization changes "with respect to the general flow of people through its system of promotions and allocation of work."
Doctoral dissertation, Northwestern University, Evanston, Ill., 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 7, January1970, p. 3110A.

Tannehill, Robert E.
Organizational communication in action. Personnel administrator, vol. 15, no. 6, November-December 1970, pp. 30-35.
To clarify meaning of "organization development," presents case study of a planned change designed to alleviate a serious managerial communications problem then hindering the organization's effectiveness. Among results from the establishment of a "Management Center" where executives and managers from all levels met informally were fewer memos, fewer formal and fruitless meetings, appreciation among top executives of the effects on operations of long delays.

Taylor, James C.
Some effects of technology in organizational change. Human relations (Gt. Brit.), vol. 24, no. 2, April 1971, pp. 105-123.
This paper is based on the author's dissertation (Ph.D., University of Michigan). It measures the effects of automation on employee behavior as a group and on a "planned social changes program" (i.e., changes in organizational values per Likert's System IV, 1967). Also considers the role of the consultant and the supervisor in installing such technological change.

This, Leslie E.
Organizational development; fantasy or reality. Washington, Society for Personnel Administration, 1969. 17 pp.
(Society for Personnel Administration, Booklet no. 7)

" ... This article has sketched the various ways in which organization development is defined and treated by researchers, teachers, and organizational practitioners." Suggests that phrase "organization renewal" may come to describe both human and non-human factors while "organization development" may describe a focus on the "human" side only.

Organizational Change and Development (Cont'd)

Toffler, Alvin.
Future shock. New York, Random House, 1970. 505 pp.
Book deals with the impact of change in all phases of man's life, offering a new theory of adaptation. Chapter 7, "Organizations: the coming of Ad-hocracy" foresees the arrival of a new organizational system that will challenge bureaucracy. The Ad-hocracy will be characterized by "high mobility between organizations, never-ending reorganizations within them and a constant generation... of temporary work groups."

Wilson, J. Watson.
Turning the corporate crisis into opportunity. Manage, vol. 23, no. 6, April 1971, pp. 10-15.
"... Since crisis fosters change, it can provide an opportunity for improvement in a company situation." Examples illustrate this point.

Woods, Richard G.
Helping institutions respond to change needs through training.
Bethesda, Md., LEASCO Information Products, Inc., 1971. 5 pp. (ED-040-235)
"This paper makes suggestions for adapting training and staff utilization to organizational restructuring, and responsiveness to social needs. The ideal training format for organizational innovation would require selecting, assembling, protecting, and encouraging people, from both within and outside the institution, who are best equipped to initiate, plan for, and evaluate change."
Speech given before the American Personnel and Guidance Association Convention, New Orleans, La., March 24, 1970.

Woody, Robert H. and Jane D. Woody.
Behavioral science consultation. Personnel journal, vol. 50, no. 5, May 1971, pp. 382-391.
Basic approaches for consultation-process model, psychodynamic model, and behavioral model are briefly described. Major areas that can be dealt with by a behavioral science consultant--personnel selection, personnel development and training, system analysis, program evaluation, and applied research--are discussed. Guidelines for selecting a behavioral science consultant are presented, and finally the author notes that successful consultation is an integral-on-going part of an organization's development.

Zif, Jay and others.
Reorganization; players's manual. New York, Macmillan, 1970. 70 pp.
(A creative studies simulation)
"Reorganization is a management game designed to provide you with the opportunity to learn some aspects of organizational theory in a new and stimulating way." The user is asked to assume the role of an executive in a small plumbing manufacturing company and to decide, on the basis of data and interacting with other players, in what ways the organization should be changed.

IMPROVING MORALE AND JOB SATISFACTION

Adams, Paul. G., III and John W. Slocum, Jr.
Work groups and employee satisfaction. Personnel administration, vol. 34, no. 2, March-April 1971, pp. 37-43.
Reports an investigation to examine the relationship between the cohesiveness of the work groups and member satisfactions in an industrial environment. Findings concern high and low cohesive groups and skilled and low skilled employees.

Anderson, Lois M.L.
Longitudinal changes in level of work adjustment. Ann Arbor, Mich., University Microfilms, 1969. 254 pp.
"The study ... investigates some longitudinal aspects of Dawis, England, Lofquist and Weiss's Theory of Work Adjustment, by exploring changes (in the same individuals, over a two-year period) in job satisfaction and job satisfactoriness, and by testing predictions made from the Theory concerning future job status."
Doctoral dissertation, University of Minnesota, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 6, December 1969, p. 2940-B.

Aram, John D., Cyril P. Morgan and Edward S. Esbeck.
Relation of collaborative interpersonal relationships to individual satisfaction and organizational performance. Administrative science quarterly, vol. 16, no. 3, September 1971, pp. 289-296.
Research is reported which investigated whether high levels of individual satisfaction and organizational performance are compatible. Subjects were scientists, engineers, and laboratory technicians in the research and development center of a major industrial organization. Team collaboration proved to be related to individual satisfaction and knowledge-based risk taking, a factor of team collaboration, was associated with individual performance. No strong positive association between group collaboration and organizational performance was demonstrated.

Armstrong, Thomas B.
Job content and context factors related to satisfaction for different occupational levels. Journal of applied psychology, vol. 55, no. 1, February 1971, pp. 57-65.
This paper is based on the author's doctoral dissertation (Columbia University, 1969) which tested Herzberg's theory on factors affecting job satisfaction related to occupational levels. A 104-item Job Factor Satisfaction Scales Questionnaire, based on job content and job context factors (salary, status, interpersonal relations, working conditions) was administered to 200 engineers and 153 assemblers. The results were scaled and compared.
The dissertation, Occupational Level as an Indicator of Satisfiers and Dissatisfiers: A Tes of the Herzberg Theory, is abstracted in Dissertation Abstracts International, vol. 30, no. 10, April 1970, pp. 4826-B-4827-B.

Berger, Allen J.
The relationship of self-perception and job component perception to overall job satisfaction: a "self-appropriateness" model of job satisfaction. Ann Arbor, Mich., University Microfilms, 1970. 107 pp.
"Relevant job variables were identified by comparing semantic differential scales of self-concepts and perceptions of job components.... It is hypothesized that satisfaction with job variables which are congruent with an individual's self-concept will influence overall job satisfaction whereas satisfaction with job variables which are not congruent with an individual's self-concept will not influence overall job satisfaction."
Doctoral dissertation, New York University, 1969. Abstracted in Dissertation Abstracts International, vol. 31, no. 3, September 1970, p. 1578-B.

Betz, Ellen L.
An investigation of job satisfaction as a moderator variable in predicting job success. Journal of vocational behavior, vol. 1, no. 2, April 1971, pp. 123-128.
The hypothesis investigated in this study was that job satisfaction operates as a moderator variable in predicting job success from ability test scores. 352 men and women assemblers from a manufacturing company participated in the study. Results tended to support the hypothesis.

Blood, Milton R.
The validity of importance. Journal of applied psychology, vol. 55, no. 5, October 1971, pp. 487-488.
Based on findings from research among 380 clerical workers in a large corporation, questions the usefulness of weighting job aspects by importance in job satisfaction studies.

Blood, Milton R.
Work values and job satisfaction. Journal of applied psychology, vol. 53, no. 6, December 1969, pp. 456-459.
It is suggested that an individual's general attitudes toward work are related to his attitudes toward any particular job. The study attempts to measure individual differences in work values and to show that those subscribing to the Protestant Ethic tend to be more satisfied with work and with life as a whole.

Bockman, Valerie M.
The Herzberg controversy. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 155-189.
"This paper represents an attempt to summarize what has been published to date in the Herzberg controversy. The conventional explanation of job satisfaction is looked at briefly. Herzberg's theory is also explained, his method described, his findings summarized, and his recommendations noted. Then the most significant findings of other researchers of job satisfaction are enumerated in more or less chronological order, interspersed at times with this writer's own observations about the arguments put forth. Finally, a summary and conclusions are presented."

Bonjean, Charles M. and Michael D. Grimes.
Bureaucracy and alienation: a dimensional approach. Social forces, vol. 48, no. 3, March 1970, pp. 365-373. S/C
Using five characteristics of bureaucracy and six types of alienation, the authors studied hourly workers, managers, and independent businessmen, to determine the relationship between alienation and bureaucratization. Types and degrees of alienation differed between the three occupational groups, with indications that the hourly workers experienced more alienation in the form of self-estrangement, and that alienation was not directly related to bureaucracy among managers and businessmen as it was among workers.

Broadwell, George J.
Job satisfactions of professionals: a study of the job satisfactions of cooperative extension agents in New York State. Ann Arbor, Mich., University Microfilms, 1969. 129 pp.
"This study examined relationships between job satisfaction and dimensions and functions of work groups, sex, organizational status, and the levels of individual social dependency of the respondents."
Doctoral dissertation, Cornell University, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 3, September 1969, p.943-A.

Improving Morale and Job Satisfaction (Cont'd)

Brown, Darrel R.
Alienation from work. Ann Arbor, Mich., University Microfilms, 1968. 140 pp.
"The specific objectives were to determine the relationships in a large industrial organization, between employees' level of alienation, level within the organization, job satisfaction and their central life interest--whether they were job-oriented or non-job oriented."
[Results indicate] "commitment increases and alienation and indifference decrease at each higher level in the company hierarchy."
Doctoral dissertation, University of Oregon, 1968. Abstracted in Dissertation Abstracts, vol. 29, no. 10, April 1969, p. 3267-A.

Bureau of National Affairs, Inc.
Turnover and job satisfaction. Washington, 1970. 26 pp. (Personnel policies forum survey no. 91)
"A major finding of the survey is that most personnel executives regard the underlying causes of turnover and the major components of job satisfaction as being different for management personnel, office workers, and production workers. They also see substantial differences in the turnover rate for different categories of employees." Data on turnover rates, causes and control programs, exit interviews, factors contributing to job satisfaction, and techniques for improving it. Sample company forms on turnover.

Cameron, C. G.
Job satisfaction of employees in a light engineering firm; a case study. Personnel practice bulletin (Australia), vol. 26, no. 1, March 1970, pp. 34-41.
Key findings of the survey of 69 women and 27 men indicated differences between job aspects considered important by each, and also indicated supervisors were better able to assess women's attitudes than those of the men.

Carlson, Robert E., Rene V. Dawis and David J. Weiss.
The effect of satisfaction on the relationship between abilities and satisfactoriness. Occupational psychology (Gt. Brit.), vol. 43, no. 1, January 1969, pp. 39-46.
"The results of these two studies lend empirical support to the hypothesis that job satisfaction affects the relationship between measured ability and satisfactoriness...."

Cohen, Arthur M., Ernest L. Robinson and Jack L. Edwards.
Experiments in organizational embeddedness. Administrative science quarterly, vol. 14, no. 2, June 1969, pp. 208-221.
"The present study is concerned with behavioral and attitudinal outcomes in relation to communication subgroups performing simple problem-solving tasks while embedded in a larger, more complex organization."

Cram, John M.
Perceived need statisfactions of workers in isolated environments. Ann Arbor, Mich., University Microfilms, 1969. n.p.
"The present study examines the job satisfactions, personal histories and performance ratings of workers in the specific environment of isolated work settings in the Canadian Arctic, and tests a number of hypotheses based on the Porter-Lawler model."
Doctoral dissertation, University of British Columbia, 1969. Abstracted in Dissertation Abstracts International, vol. 31, no. 1, July 1970, pp. 430-B-431-B.

Cubbon, Alan.
Hawthorne talk in context. Occupational psychology (Gt. Brit.), vol. 43, no. 2,1969, pp. 111-128.
Examines two types of literature critical of the Hawthorne studies of the 1920's and 1930's: that of laboratory psychologists who question their status as experiments, and that of social scientists who accuse researchers of neglecting the place of the Hawthorne Works in wider social structure.

Cummings, Larry L. and Aly M. ElSalmi.
The impact of role diversity, job level, and organizational size on managerial satisfaction. Administrative science quarterly, vol. 15, no. 1, March 1970, pp. 1-10.
Results of research show that "managerial satisfaction--in terms of perceptions of needs and need satisfaction--appears to be related to several organizational variables, and [these] differ in degree of relationship to managerial satisfaction." They also suggest in view of this diversity, it is no longer adequate to view managers non-differentially and more work on interaction effects of variables is needed.

Davis, Keith and George R. Allen.
Length of time that feelings persist for Herzberg's motivational and maintenance factors. Personnel psychology, vol. 23, no. 1, Spring 1970, pp. 67-75.
"The purpose of this study is to analyze the length of time that high and low feelings persisted for a group of employees according to each of Herzberg's 16 factors [of job satisfaction]."

Davis, Louis E.
Job satisfaction research: the post-industrial view. Industrial relations, vol. 10, no. 2, May 1971, pp. 176-193.
Discusses relationship between cultural values exhibited during the industrial era and job satisfaction research as practiced during the last 40 years. Then examines changing job design in the post-industrial era and implications for future job satisfaction studies.

Desai, Harsha B.
Effects of tall and flat organization structures and differential and equal rewards systems of financial compensation on Herzberg's motivators and hygienes. Ann Arbor, Mich., University Microfilms, Inc., 1971. 182pp.
Doctoral dissertation, Pennsylvania State University, 1970. Abstracted in Dissertation Abstracts International, vol. 32, no. 1, July 1971, pp. 12-A.

DeWitt, George L.
Man at work. Personnel journal, vol. 49, no. 10, October 1970, pp. 824-826.
Some jobs are routine and unsatisfying and yet must be done. The worker who is prepared only for such work, says the author should either adjust to this reality or take the initiative to prepare himself for other work. "The decision has to be with the individual, not the industry."

Doll, Richard E. and E. K. Eric Gunderson.
Occupational group as a moderator of the job satisfaction-job performance relationship. Journal of applied psychology, vol. 53, no. 5, October 1969, pp. 359-361.
The two groups participating in the study were 66 civilian scientists and 129 Navy enlisted man, all assigned to Antarctic stations for a year. "The results confirmed the hypothesis that occupational group is a moderator of the job-satisfaction-job performance relationship, and that the relationship is more pronounced for the scientist group than for the Navy enlisted group."

Doran, George T.
Size of a formal working group, cohesiveness and job satisfaction of male nonmanagerial employees: an empirical study. Ann Arbor, Mich., University Microfilms, Inc., 1970. 105 pp.
Doctoral dissertation, New York University, 1970. Abstracted in Dissertation Abstracts International, vol. 31, no. 5, November 1970, p. 1940-A.

Dyer, Gus W.
Morale is dynamic. Personnel administration, vol. 34, no. 1, January-February 1971, pp. 50-53.
Compares the development of morale to the stages of growth of a shrub--budding, blossoming, fruition. Comments on the effects on morale of administrative policies.

Evans, Martin G.
Satisfaction with and importance of various facets of the job. Personnel journal, vol. 49, no. 9, September 1970, pp. 740-741, 773.
"Professor Evans discusses the concern expressed by other researchers regarding the importance of various facets of the job and the worker's satisfaction therewith. He would combine the scores of all facets so as to provide a composite score which should closely reflect the respondent's over-all satisfaction."

Ford, Robert N. and Edgar F. Borgatta.
Satisfaction with the work itself. Journal of applied psychology, vol. 54, no. 2, April 1970, pp. 128-134.
Research was designed to measure subtle differences in concepts held about satisfactions with work itself with the aim of determining whether or not there are "attitudinal concomitants indicating increases in job satisfaction with attempted job enrichment...."

French, Earl B.
What a machine doesn't know. Personnel administrator, vol. 16, no. 3, May-June 1971, pp. 7-9.
Machine theory managers tend to ignore such factors as human values and work environment which affect employee morale and productivity. Suggests factors affecting workers' attitudes for management's consideration.

Friedlander, Frank and Hal B. Pickle.
Employee and societal satisfactions provided by organizations in different industries. Personnel journal, vol. 49, no. 7, July 1970, pp. 577-582.
Food stores, restaurants, manufacturers, service stations, wholesale trade organizations, and personal service organizations were studied for the satisfaction afforded the employees and the organization's ability to fulfill the needs of customers, suppliers, governments, etc. While there was no clear difference in the second area, job satisfaction among employees was definitely greatest in personal service organizations.

Gamie, Mohamed N.
A study of morale in an industrial organization. Ann Arbor, Mich., University Microfilms, 1968. 165 pp.
"Research studied morale in an industrial firm in a midwestern town. Study focused on: relationship between economic and social variables and worker morale; effect of work situation on worker morale, and the concept "morale" as empirically derived. Results indicate the above variables have a definite effect on morale.
Doctoral dissertation, University of Kansas, 1968. Abstracted in Dissertation Abstracts International, vol. 30, no. 2, August 1969, p. 825-A.

Gellerman, Saul W.
Facts and fallacies about employee morale. Supervisory management, vol. 15, no. 10, October 1970, pp. 4-6.
Supervisors should distinguish between healthy complaints and unhealthy ones and take positive and timely action before downward acceleration of morale occurs. While periodic surveys of employee attitudes will not worsen those attitudes, it does create anticipation to which there should be a response.

Gibson, James L., and Stuart M. Klein.
Employee attitudes as a function of age and length of service: a reconceptualization. Academy of Management journal, vol. 13, no. 4, December 1970, pp. 411-425.
Study involving blue-collar industrial employees focuses on relationships between tenure, age, and job satisfaction. Results suggest a positive relationship between satisfaction and age but a negative relationship between satisfaction and length of service. A number of explanations are postulated.

Gluskinos, Ury M. and Bruce J. Kestelman.
Management and labor leaders' perception of worker needs as compared with self-reported needs. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 239-246.
Study measured need strengths of blue and white collar factory workers, compared worker needs with those of management and union representatives, investigated accuracy of management and union representative's perception of employee needs, and compared the latter with employees' self-reported needs. All agreed on security as the top ranking need but disagreed on lesser need hierarchies.

Gooding, Judson.
Blue-collar blues on the assembly line. It pays to wake up the blue-collar worker. Fortune, vol. 82, no. 1, July 1970, pp. 68-71, 112-113, 116-117; no. 3, September 1970, pp. 133-135, 158, 162+.
Two part article on the attitudes of blue-collar workers, reactions of the companies employing them, and approaches for dealing with absenteeism, turnover, dead-end jobs, malaise, etc. Second part discusses management strategies in which job enrichment and participative management plans have successfully increased the morale and productivity of assembly line workers.

Improving Morale and Job Satisfaction (Cont'd)

Goodwin, Leonard.
Occupational goals and satisfactions of the American work force.
Personnel psychology, vol. 22, no. 3, Autumn 1969, pp. 313-325.
Author looks at the whole American work force (regularly employed) in terms of the factors that promote satisfaction or dissatisfaction in their jobs, the variances by educational level and the importance of the findings in understanding our society as a whole. At all levels, it was found that Americans regard work as an opportunity for achievement and fulfillment, and regard an adequate income as an important goal. Those higher in the structure, however, exhibit greater concern for making a social contribution and the better educated worker shows greater job satisfaction.

Greenhaus, Jeffrey H.
Self-esteem as an influence on occupational choice and occupational satisfaction.
Journal of vocational behavior, vol. 1, no. 1, January 1971, pp. 75-83.
Research investigated the role of self-esteem in occupational choice and occupational satisfaction. Persons with low self-esteem tended to look at social cues rather than occupational fit in determining their occupational satisfactions while persons with higher self-esteem looked toward the relevance of their perceived attributes in making their determinations.

Gruenfeld, Leopold W. and Peter Weissenberg.
Field independence and articulation of sources of job satisfaction.
Journal of applied psychology, vol. 54, no. 5, October 1970, pp. 424-426.
Reports on research which examined relationships between extrinsic or intrinsic factors as sources of job satisfaction among persons whose cognitive styles differed. An appreciation of these individual differences in cognitive style was found to be important to an understanding of different perceptions and responses to organizational environments. Subjects were 96 male supervisors of a state civil service department.

Hackman, J. Richard, and Edward E. Lawler, III.
Employee reactions to job characteristics. Journal of applied psychology, vol. 55, no. 3, June 1971, pp. 259-286.
Proposes and tests a conceptual framework for measuring the impact of job characteristics on individual work behavior, attitudes, motivation and job satisfaction. "It was predicted and found that when jobs are high on the four core dimensions /variety, autonomy, task identity, feedback/, employees who are desirous of higher order need satisfaction tend to have high motivation, have high job satisfaction, be absent from work infrequently, and be rated by supervisors as doing high quality work."

Hall, Douglas T.
A theoretical model of career subidentity development in organizational settings.
Organizational behavior and human performance, vol. 6, no. 1, January 1971, pp. 50-76.
This paper examines the psychological changes of the individual in the course of his career development, i.e. his life's work. Sociological and psychological factors causing these changes are discussed in the context of a model, together with ten propositions. Self-esteem as a motivational force is considered as well as organizational implications.

Hall, Douglas T., Benjamin Schneider and Harold T. Nygren.
Personal factors in organizational identification. Administrative science quarterly, vol. 15, no. 2, June 1970, pp. 176-190.
The relationship between personal factors (e.g., self-identity, personal values and need satisfaction) and organizational identification among members of the U. S. Forest Service is examined. The hypothesis was substantiated that identification increased as the individual remained in the system over a period of years but there was not a correlation between identification and advancing to higher organizational positions.

Hilgendorf, E. L. and B. L. Irving.
Job attitude research: a new conceptual and analytical model. Human relations, vol. 22, no. 5, October 1969, pp. 415-426.
"The aim of this paper is to suggest a conceptual model which may lead to a more fruitful theory /of job satisfaction/ and outline an appropriate analytical model, giving specific examples taken from two job attitude studies." The Herzberg model is described as oversimplified. Suggests that "the relationship between job satisfaction and overt work behavior remains tenuous...."

Hilgert, Raymond L.
Satisfaction and dissatisfaction in a plant setting. Personnel administration, vol. 34, no. 4, July-August 1971, pp. 21-27.
Findings from a research questionnaire sent to all workers in a plant suggest that management should study employees in the context of their own unique working environment. Motivation and morale are products of the circumstances in the organization at hand and must be analyzed if management is to understand why employees think, feel and perform as they do.

Hinrichs, J. R.
Correlates of employee evaluations of pay increases. Journal of applied psychology, vol. 53, no. 6, December 1969, pp. 481-489.
The survey was designed to evaluate the factors affecting workers' satisfaction with their pay. Participants were 1500 white-collar employees in a large industrial organization. "The results suggest that probable earnings potential, in addition to current earnings level, contributes variance to differences in perceptions of equitable salary increases."

Hubner, Walter F.
Individual need satisfaction in work and non-work: a comparative study of the effects of the technology and organization of work. Ann Arbor, Mich., University Microfilms, 1970. 241 pp.
"This study attempted to identify the nature and degree of interrelation between organizational variables and attitudinal and behavioral reactions to employment. The measures included assessments of need strength, need satisfaction, attitudes toward work and company; assessments of work-orientations; and evaluations of individual use of non-work time."
Doctoral dissertation, University of Wisconsin, 1969. Abstracted in Dissertation Abstracts International, vol. 31, no. 2, August 1970, p. 942-B.

Hulin, Charles L. and L.K. Waters.
Regression analysis of three variations of the two-factor theory of job satisfaction. Journal of applied psychology, vol. 55, no. 3, June 1971, pp. 211-217.
Reanalysis of three versions of the two-factor theory of job satisfaction yielded no support for the theory. This the authors explain by assuming that intrinsic job factors are generally more potent than extrinsic factors for predicting overall job attitudes and that overall job satisfaction is more predictable than overall job dissatisfaction.

Hunt, Raymond G. and Cary Lichtman.
Role clarity, communication, and conflict: a study of the extent of agreement among workers, supervisors, and managers about role sets, supervisory climate, and patterns of influence. Management of personnel quarterly, vol. 9, no. 3, Fall 1970, pp. 26-36.
An empirical case study of a Federal agency composed mostly of semi-professional white collar workers is used to explore the extent of agreement among workers, supervisors and managers. For all groups the greatest value lay in the opportunity to perform "interesting, high quality, work under conditions of amicable supervisory relations." Managers and supervisors, however, tended not to fully understand the things their subordinates wanted from their jobs. Reasons for the communication gaps are suggested.

Ilgen, Daniel R.
Satisfaction with performance as a function of the initial level of expected performance and the deviation from expectations. Organizational behavior and human performance, vol. 6, no. 3, May 1971, pp. 345-361.
The research found: "The levels of performance had a direct effect on performance satisfaction and also moderated the extent to which the expectation-experience comparison affected satisfaction.
"To the extent that stimulus objects other than performance can be considered in terms of the amount or quantity present on the job, an implication of the present study can be related to the measurement of job satisfaction."

Ivancevich, John M., James H. Donnelly and Herbert L. Lyon.
A study of the impact of management by objectives on perceived need satisfaction. Personnel psychology, vol. 23, no. 2, Summer 1970, pp. 139-151.
Identifies underlying premises of management by objectives. Describes a study of its impact on the job satisfaction of participants at two firms and evaluates its results.

Johannesson, Russell E.
Job satisfaction and perceptually measured organizational climate: an investigation of redundancy. Ann Arbor, Mich., University Microfilms, Inc., 1971. 94 pp.
Doctoral dissertation, Bowling Green State University, 1971. Abstracted in Dissertation Abstracts International, vol. 32, no. 3, September 1971, p. 2429-B.-2430-B.

Kavanagh, Michael J., Arthur C. MacKinney and Leroy Wolins.
Satisfaction and morale of foremen as a function of middle manager's performance. Journal of applied psychology, vol. 54, no. 2, April 1970, pp. 145-156.
"The purposes of this paper are: (a) to report the relationship found between supervisor's performance and subordinate's satisfaction in a validation sample, and (b) to reinvestigate these relationships in a cross-validation sample."

Kirchgessner, John B.
Job satisfaction among rehabilitation counselors. An interim report. Institute, W. Va., Research and Training Center, 1969. 18 pp. (Reprint series, no. 3)
A poll of newly employed counselors resulted in development of a model of a "typical" counselor and a general finding of weak commitment to the rehabilitation field.

Korman, Abraham K.
Environmental ambiguity and locus of control as interactive influences on satisfaction. Journal of applied psychology, vol. 55, no. 4, August 1971, pp. 339-342.
In an attempt to learn how an organization can maximize satisfactions among its members, research tests the hypothesis that "the significance of environmental ambiguity for satisfaction varies as a function of the degree to which the environment provides a sense of high self-esteem to the individuals in the environment." Findings indicate that ambiguity and change are not dissatisfying so long as people are conditioned to view such characteristics as being consistent with the nature of the current world.

Kosmo, Richard and Orlando Behling.
Single continuum job satisfaction vs. duality: an empirical test. Personnel psychology, vol. 22, no. 3, Autumn 1969, pp. 327-334.
"This study was designed primarily as a test of the idea that the Herzberg duality explanation of job satisfaction could be integrated with conventional single continuum approaches by treating Herzberg's motivators as factors influencing the positive half of a conventional continuum and his hygienes as affecting the negative half of the scale, with the neutral 'neither satisfied nor dissatisfied' point set equal to the attitude median of individuals who perceive low levels of motivators and high levels of hygienes in their jobs. The results of this study do not support the contention that the duality-single continuum conflict can be resolved in this manner."

Kuhn, David G., John W. Slocum, Jr. and Richard B. Chase.
Does job performance affect employee satisfaction? Personnel journal, vol. 50, no. 6, June 1971, pp. 454-459, 485.
Examines Maslow's theory of motivation as it applies to the relationship between nonmanagerial employees' performance and job satisfaction. Results suggest that incentive pay strengthens the relationship between "extrinsic" rewards and performance and that the job attitudes of workers are primarily aimed at satisfying lower order needs.

Laslett, Barbara.
Mobility and work satisfaction: a discussion of the use and interpretation of mobility models. American journal of sociology, vol. 77, no. 1, July 1971, pp. 19-35.
Paper compares two models for their usefulness in studying the effects of intergenerational occupational mobility on three types of work satisfaction, i.e. satisfaction with pay, with kind of work performed and with overall work satisfaction. The interaction model was rejected. The additive model was found useful for its ability to explain "a significant (though small) amount of the variance in satisfaction with work done and overall work satisfaction."

Lawler, Edward E. III and Douglas T. Hall.
Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. Journal of applied psychology, vol. 54, no. 4, August 1970, pp. 305-312.
Two hundred and ninety one scientists from R and D laboratories participated in the survey. The issues addressed were "the theoretical and empirical relationships among three types of job attitudes, and the relationships of various job design characteristics to these attitudes." It was found to be important to distinguish among satisfaction, involvement and intrinsic motivation attitudes in conducting the research. The data suggested a relationship between perceived job characteristics and higher order need satisfaction.

Lee, Charles A.
Variation and consistency in the performance-satisfaction relationship in industrial organizations. Ann Arbor, Mich., University Microfilms, 1969. 125 pp.
"Examines questions arising from previous empirical studies of the relationship between satisfaction and performance. Two basic questions relating to (1) variation in the strength of the relationship and (2) consistency in the direction of the relationship were examined in terms of hypotheses drawn from the theoretical literature and...tested with 138 employees of a public utility."
Doctoral dissertation, University of Washington, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 6, December 1969, pp. 2202-A-2203-A.

Leonard, Skipton and Joseph Weitz.
Task enjoyment and task perserverance in relation to task success and self-esteem. Journal of applied psychology, vol. 55, no. 5, October 1971, pp. 414-421.
In this research, success and failure were found to be related to task enjoyment regardless of whether individual self-esteem was high or low. Also, task perseverance (a possible measure of task enjoyment) was not found to be highly related to a rating of task enjoyment.

Locke, Edwin A.
Job satisfaction and job performance: a theoretical analysis. Organizational behavior and human performance, vol. 5, no. 5, September 1970, pp. 484-500.
Presents a theoretical rationale for understanding the relationship between job satisfaction and job performance. Concludes that satisfaction is primarily a product of performance and only very indirectly a determinant of it. Summarizes major reasons previous studies failed to reveal a consistent relationship between job satisfaction and performance.

Locke, Edwin A.
What is job satisfaction? Organizational behavior and human performance, vol. 4, no. 4, November 1969, pp. 309-336.
"The present paper is focused around the following issues: the nature of emotions and their relationship to evaluation; the implications of this analysis for an understanding of the concepts of job satisfaction and dissatisfaction; and the relationship of this theory to other theories. Illustrative data are presented. A variety of related issues are also discussed."

Locke, Edwin A., Norman Cartledge and Claramae S. Knerr.
Studies of the relationship between satisfaction, goal-setting, and performance. Organizational behavior and human performance, vol. 5, no. 2, March 1970, pp. 135-158.
"Five experiments were reported in which: (a) satisfaction was predicted from value judgments; (b) goal-setting was predicted from satisfaction; and (c) performance was predicted from goals. In nearly all cases the correlations were both high and/or significant."

Lofquist, Lloyd H. and Rene V. Dawis.
Adjustment to work; a psychological view of man's problems in a work-oriented society. New York, Appleton-Century-Crofts, 1969. 189 pp.

Explores the meaning of work, the problems it poses, the work personality and environment. Elaborates on the Theory of Work Adjustment published by Davis et al (1969, 1968), discussing its implications and application. Presents vocational counseling as the major vehicle for applying the Theory. Points out that the correspondence model on which the Theory is based is easily generalized and is useful in explaining any issues involving the adjustment of individuals to their environments.

Lyons, Thomas F.
Role clarity, need for clarity, satisfaction, tension, and withdrawal. Organizational behavior and human performance, vol. 6, no. 1, January 1971, pp. 99-110.

"The hypotheses tested in this study /of 156 staff registered nurses/ are: (1) greater role clarity is related to (a) more satisfaction with the job and organization, (b) less tension, (c) less propensity to leave the organization, and (d) less voluntary withdrawal (turnover) from the organization; (2) the magnitude of the relationships predicted in Hypothesis 1 will be significantly higher for those nurses with a higher need for clarity about their jobs."

Discussed with regard to organizational theory and organizational change are concepts of role clarity, rigidity of role specifications, and conditions of role specificity, as opposed to the processes of role specification.

McDonald, Ladd D.
Rehabilitation counselor job satisfaction, perceived role conflict, and other selected variables. Ann Arbor, Mich., University Microfilms, 1969. 135 pp.

Data from questionnaires returned from forty nine counselors at the Colorado Division of Rehabilitation "...indicated that knowledge of the counselors perceptions of role conflict was useful in predicting satisfaction with...work when this knowledge was considered in the presence of other predictor variables."

Doctoral dissertation, Colorado State College, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 10, April 1970, p. 4149-A.

McKibbin, Carroll R.
The "quit rate" as a measure of morale in the public service: the case of the United States Foreign Service. Public personnel review, vol. 32, no. 1, January 1971, pp. 12-15.

Analysis indicates that the quit rate has a very limited application to an assessment of morale among government employees. Uses the Foreign Service to demonstrate non-morale related factors which influence quit rates: career preparation and commitment, government regulations, access, transferability, and hope. Suggests measuring morale by simply questioning employees.

Michigan. University. Survey Research Center.
Measures of occupational attitudes and occupational characteristics, by John P. Robinson, Robert Athanasiou, and Kendra B. Head. (Appendix A to Measures of Political Attitudes). Ann Arbor, Institute for Social Research, 1969. 460 pp.

Reviews and evaluates major empirical measures relevant to studying the variables related to a person's occupation and occupational attitudes. Thus, includes a review of research on job satisfaction and job satisfaction inventory scales, the measurement of leadership qualities, of vocational interests, of occupational status and of social mobility.

Supported by grant from U. S. Public Health Service.

Michigan. University. Survey Research Center
Survey of working conditions. Final report on univariate and bivariate tables. Washington, U. S. Govt. Print. Off., 1971. 484 pp.

Nationwide survey of employed persons on such topics as health and safety, hours and other time-related problems, transportation, union management, discrimination, interpersonal relations, job security, and content of work. Bulk of report consists of statistical tables grouped under major content areas with each set of tables preceded by a brief commentary. One conclusion drawn is that "there need not necessarily be a high correlation between the presence of work-related problems and job satisfaction."

Prepared under contract with Workplace Standards Administration (now Employment Standards Administration), U. S. Department of Labor.

Misshauk, Michael J.
Supervisory skills and employee satisfaction. Personnel administration, vol. 34, no. 4, July-August 1971, pp. 29-33.

Evidence of the relationship between supervisory skills and employee satisfaction and productivity was gathered in this research among engineers, mechanics and machine operators. The relative importance of supervisory technical and administrative skill did not change as the autonomy and skill level of the employees varied, but greater emphasis was placed on human relations skill by the engineers. Findings are judged significant to the design of management training programs.

Mobley, William H. and Edwin A. Locke.
The relationship of value importance to satisfaction. Organizational behavior and human performance, vol. 5, no. 5, September 1970, pp. 463-483.

"Five studies explored the relationship between the importance of a job aspect (value) to an individual and his degree of satisfaction and dissatisfaction with that aspect. Four studies tested the hypotheses that value attainment and value frustration would produce more satisfaction and dissatisfaction, respectively, when the value was more important than when it was less important. A fifth study tested the hypothesis that the overall variability in satisfaction with a job aspect would be proportional to the importance of that aspect. The hypotheses were supported. It was argued that the results provided a plausible explanation for the seemingly inconsistent results of previous studies in this area."

Nahabetian, Homer J.
The effects of a leader's upward influence on group member satisfaction and task facilitation. Ann Arbor, Mich., University Microfilms, 1969. 183 pp.

Research studied "the effects of an assigned leader's 'upward influence' orientation, within a simulated school organizational hierarchy, on group member satisfaction and the facilitation of the task of the group."

Doctoral dissertation, University of Rochester, 1969, Abstracted in Dissertation Abstracts International, vol. 30, no. 3, February 1970, p. 3247-A.

Nealey, Stanley M.
The relative importance of job factors; a new measurement approach. New York, Union Carbide Corp., Silicones Division, 1970. [Reprinted by] Clearinghouse for Federal Scientific and Technical Information, Springfield, Va., 1970. 69 pp. (AD-708-456)

"The paper reports on a new two-phase measurement technique that permits a direct comparison of the perceived relative importance of economic vs. non-economic factors in a job situation in accounting for personnel retention, the willingness to produce, and job satisfaction."

Norton, Steven D.
Job satisfaction and organizational characteristics: an integration of the research and theories of Fredrick Herzberg and Rensis Likert. Ann Arbor, Mich., University Microfilms, 1971. 186 pp.

Research aimed at determining the relationship between participation and Motivator-Hygiene Theory. Results indicated: management by participation is good hygiene; participation is an effective motivator but not the "most effective means of changing the relationship of the individual and his task."

Doctoral dissertation, Case Western Reserve University, 1970. Abstracted in Dissertation Abstracts International, vol. 32, no. 1, July 1971, p. 606B.

Pallone, Nathaniel J., Robert B. Hurley and Fred S. Rickard.
Emphases in job satisfaction research: 1968-1969. Journal of vocational behavior, vol. 1, no. 1, January 1971, pp. 11-28.

Reviews 113 studies reported in 1968-69 which related job satisfaction to a number of variables. Continuing emphases were found to exist in the areas of "two factor" theory, salary and benefits, supervision and supervisory relationships, and worker personality. Emerging emphases reported were on use of occupational reinforcement patterns or on other aspects of the Minnesota theory of work adjustment, life satisfaction, and entrepreneurialism.

Research in 1966-67 reported by the same authors in Personnel and Guidance Journal, vol. 48, no. 6, February 1970, pp. 469-478.

Payne, Roy.
Factor analysis of a Maslow-type need satisfaction questionnaire. Personnel psychology, vol. 23, no. 2, Summer 1970, pp. 251-268.

Reports research dealing with withdrawal of extroverts from unstimulating work situations and the possible differences in the satisfaction of social needs of extroverts and introverts.

Pennings, J.M.
Work-value systems of white-collar workers. Administrative science quarterly, vol. 15, no. 4, December 1970, pp. 397-405.

This study, a part of a larger study of white-collar in relation to blue-collar workers, was conducted in a large electronics plant and focused on the validity of Herzberg's two-factor theory of job satisfaction. Findings indicated that promotion rates influence the ways the white-collar worker evaluates his current position and determines his expectations of his job and job environment.

Pritchard, Robert D., Marvin D. Dunnette and Dale Jorgenson.
Effects of wage equity and inequity on job performance and job satisfaction. Minneapolis, University of Minnesota, Center for the Study of Organizational Performance and Human Effectiveness, 1970. [Reprinted by] Clearinghouse for Federal Scientific and Technical Information, Springfield, Va., 1970. 66 pp. (AD-713-976)

"An experiment was arranged wherein 253 male college students were hired and worked for seven consecutive half-days. The experimental design allowed tests of equity theory deductions under conditions of both experimentally induced and naturally induced feelings of inequity. The naturally-occurring induction was produced by changing the pay system half way through the week's work. As a result of the change in pay system, some of the employees, with no change in effort, experienced either more or less net pay--thereby generating feelings of over and under reward."

See also Pritchard's dissertation, An Experimental Study of the Effects of Perceptions of Equity and Inequity on Worker Performance and Satisfaction (University of Minnesota, 1969). Abstracted in Dissertation Abstracts International, vol. 31, no. 3, September 1970, p. 1581-B.

Ramser, Charles D.
Employee satisfaction and performance in managerial and non-managerial levels of a state institution for the mentally retarded. Ann Arbor, Mich., University Microfilms, 1969. 178 pp.
Research studying the satisfaction-performance relationships indicated that intrinsic reward is closely associated with satisfaction and performance and should therefore be built into work positions as far as possible.
Doctoral dissertation, North Texas State University, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 6, December 1969, p. 2206.

Rausch, Erwin.
The effective organization: morale vs. discipline. Management review, vol. 60, no. 6, June 1971, pp. 23-30.
Discusses the interrelationships between morale, discipline, and productivity. "Effective motivation requires the leader of an organization unit to maintain a delicate balance of appropriate management styles for the variety of situations he must face.... In the final analysis, an accurate sense of direction is even more important than a clear view of the realities of the moment."

Roberts, Karlene H., Gordon A. Walter and Raymond E. Miles.
A factor analytic study of job satisfaction items designed to measure Maslow need categories. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 205-220.
Research... "reports a set of analyses of the responses by 380 managers from six organizations to items presumably related to one available multi-dimensional scheme for categorizing human needs, the Maslow need hierarchy. It seeks to determine the extent to which factors empirically derived from these responses match Maslow's conceptually derived need categories." Results provide mixed support for the usefulness of using Maslow's need categories for structuring dimensions of job satisfaction.

Ronan, W. W.
Individual and situational variables relating to job satisfaction. Journal of applied psychology monograph, vol. 54, no. 1, part 2, February 1970. 31 pp.
Research study of 1310 managerial-supervisory employees revealed little relationship between job satisfaction and behavior (such as tardiness). Where found, "the link appeared to be direct supervision."

Ronan, W. W.
Relative importance of job characteristics. Journal of applied psychology, vol. 54, no. 2, April 1970, pp. 192-200.
Reviews previous research dealing with the relative importance of common sources of job satisfaction and presents another method of measurement. There was substantial agreement on the importance of these areas for job satisfaction: ability to contribute to company products, pay, certain fringe benefits and promotion fairness. "In terms of research, if one is interested in the more salient job features /of job satisfaction/ the questionnaire is the appropriate instrument but, if 'sore spots' are paramount, the write-in is the better instrument for measuring."

Rosow, Jerome M.
Productivity; the blue collar blues. Vital speeches of the day, vol. 37, no. 16, June 1, 1971, pp. 488-491.

A discussion of productivity and motivation as they relate to lower-middle income workers. Recommends specific areas that should be examined for solutions to job dissatisfaction and its causes and suggests productivity bargaining as a route to resolving problems. Points out that "Economic rewards, personnel job satisfaction and future opportunity are three basic elements that turn people on."

Address delivered at the American Management Association Annual Conference, New York, New York, February 9, 1971.

See also the following articles: "Productivity and the blue collar blues," in Personnel, vol. 48, no. 2, March-April 1971, pp. 8-16;" Productivity and the blue collar worker," in Personnel Administration, vol. 34, no. 5, September-October 1971, pp. 14-19; "Toward a brighter blue collar; how can we ease the squeeze on lower middle income workers?" in Manpower, vol. 3, no. 3, March 1971, pp. 28-32; and the pamphlet put out by the U.S. Department of Labor, The Problem of the Blue-Collar Worker (1970).

Ryder, Leonie A.
Job satisfaction of female employees in the clothing industry: case study no. 5. Personnel practice bulletin (Australia) vol. 25, no. 4, December 1969, pp. 309-320.

"Three nationality groups of women working in a clothing factory differed in the importance they attached to particular aspects of their job and in their overall job satisfaction. The women's attitudes are compared with what their supervisors and management believed them to be."

Sadler, Philip J.
Leadership style, confidence in management, and job satisfaction. Journal of applied behavioral science, vol. 6, no. 1, January-February-March 1970, pp. 3-19

Data collected in a series of opinion surveys carried out on behalf of two companies in the United Kingdom support the view of the superiority of the consultative style of leadership. A significant conclusion to be drawn from the research is that leaders perceived as having distinct and identifiable styles are more successful in promoting confidence and satisfaction--whatever their style--than those who have no distinctive style.

Article on this research will also be found in Sadler's "Leadership and management," in Management Today (Gt. Brit.), May 1970, pp. 55,58, 62.

Saleh, S. D. and T. G. Grygier.
Psychodynamics of intrinsic and extrinsic job orientation. Journal of applied psychology, vol. 53, no. 6, December 1969, pp. 446-450.

Intrinsic factors are actually related to performance of the job; extrinsic factors are related to the environment in which the work is performed. Instead of exploring these categories as dimensions of job attitude (e.g. Herzberg et al.), the authors analyze the relationship between the intrinsic-extrinsic dichotomy and personality variables.

Saleh, S. D. and John Hyde.
Intrinsic vs extrinsic orientation and job satisfaction. Occupational psychology (Gt. Brit.), vol. 43, no. 1, January 1969, pp. 47-53.
"The general hypothesis of the study was that those who were intrinsically oriented would show higher levels of general satisfaction than those who were extrinsically oriented. ... The study tests this general hypothesis for two job levels, for two education levels, and for men and women."

Schneider, Joseph and Edwin A. Locke.
A critique of Herzberg's Incident Classification System and a suggested revision. Organizational behavior and human performance, vol. 6, no. 4, July 1971, pp. 441-457.
"It is shown that Herzberg's classification system confuses two levels of analyses, events (what happened) and agents (who made it happen). A new classification system was developed which classified separately by event and agent. Classification of critical incidents from four employee samples revealed that the same classes of events led to both job satisfaction and dissatisfaction (good and bad days on the job); but that different agents were judged to be responsible for these events. 'Motivator' and Task related events were seen as predominantly responsible for both good and bad days; the self was typically given credit for good day events while others were primarily blamed for bad day events. The implications of the results concerning events for Herzberg's theory and methods are discussed."

Schwab, Donald P. and H. William DeVitt.
A test of the adequacy of the two factor theory as a predictor of self-report performance effects. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 293-303.
Study among male staff and managerial personnel of a public accounting-management consulting firm re-evaluates the satisfaction-performance linkage posited by Herzberg's two factor theory of job satisfaction when correspondence between satisfiers (dissatisfiers) and favorable (unfavorable) sequences is lacking.

Schwab, Donald P. and Herbert G. Heneman, III.
Aggregate and individual predictability of the two-factor theory of job satisfaction. Personnel psychology, vol. 23, no. 1, Spring 1970, pp. 55-65.
Research investigated two criticisms of Herzberg's research on job satisfaction, the first dealing with the reliability of response classification and the second with analysis and interpretation of individual responses. Subjects were male supervisors in the Wisconsin Department of Natural Resources.

Scott, William E., Jr. and Kendrith M. Rowland.
The generality and significance of semantic differential scales as measures of "morale". Organizational behavior and human performance, vol. 5, no. 6, November 1970, pp. 576-591.
Responses to a test measuring morale factors were compared and found to be similar between a sampling of civil service employees in a Naval ammunition depot and a sampling from an industrial organization. Theoretical views regarding the nature and significance of the data are presented.

Shah, Usha D.
Work values and job satisfaction. Ann Arbor, Mich., University Microfilms, 1969.

Study researched various aspects of the relationship between work values and job satisfaction using 200 Indian clerks and 26 Indian engineers.
Doctoral dissertation, Columbia University, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 3, September 1969, pp. 1393-B-1394-B.

Sheppard, Harold L.
Discontented blue-collar workers--a case study. Monthly labor review, vol. 94, no. 4, April 1971, pp. 25-32.
Compares the characteristics of a group of 79 blue-collar workers who have shown discontentment in their jobs with 191 of their peers who have not. Age, pay, family income, education, dependents, perceptions of the job, alienation and race attitudes are some of the characteristics considered.

Siegel, Jacob P.
A study of the relationships among organizational factors, personality traits, job, and leadership attitudes. Ann Arbor, Mich., University Microfilms, 1969. 118 pp.
Study investigated effects and correlates of management level, the interaction between personality traits and level of management in reference to managerial satisfaction, and the possible correlates of leadership attitudes.
Doctoral dissertation, University of California at Berkeley, 1968. Abstracted in Dissertation Abstracts, vol. 29, no. 7, January 1969, pp. 2662-B-2663-B.

Siegel, Jacob P. and Donald Bowen.
Satisfaction and performance: causal relationships and moderating effects. Journal of vocational behavior, vol. 1, no. 3, July 1971, pp. 263-269.
Using 86 MBA's and questionnaires developed by A. Zander (1969), the author reports that self-esteem is a factor that moderates satisfaction-performance relationships.
Data also suggest that group, not individual, rewards are an important source of motivation for group-oriented tasks.

Slocum, John W., Jr.
Motivation in managerial levels: relationship of need satisfaction to job performance. Journal of applied psychology, vol. 55, no. 4, August 1971, pp. 312-316.
Compares need satisfactions and relates these satisfactions to the job performances of first-line supervisors and top- and middle-level managers in a Pennsylvania steel plant. In general, satisfactions increased with each level of management, and the satisfaction of higher order needs (esteem, autonomy, and self-actualization) appeared to be more closely related to the performances of top managers than to those of lower managerial personnel.

Slocum, John W., Jr. and Herbert H. Hand.
Prediction of job success and employee satisfaction for executives and foremen. Training and development journal, vol. 25, no. 10, October 1971, pp. 28-36.
The Edwards Personal Preference Schedule (EPPS) was the measuring instrument used on 57 foremen and 37 executives in a steel plant. Employee satisfaction and performance as correlates of personality characteristics were investigated. Results indicate "promise in using personality characteristics as predictors of job performance and satisfaction."

Slocum, John W., Jr. and Michael J. Misshauk.
Job satisfaction and productivity. Personnel administration, vol. 33, no. 2, March-April 1970, pp. 52-58.
Seeks answers to the question "How do environmental work factors affect job satisfaction and productivity?" After reviewing present research studies, describes project carried on in a Pennsylvania steel plant with 2500 employees which compared factors affecting engineers with those affecting other employees.

Slocum, John W., Jr., Paul M. Topichak, and David G. Kuhn.
A cross-cultural study of need satisfaction and need importance for operative employees. Personnel psychology, vol. 24, no. 3, Autumn 1971, pp. 435-445.
Reports on a study which compared perceptions of need satisfactions and need importances of glass factory workers in the U. S. and Mexico. Findings indicated that the needs of Mexican workers were more satisfied than were those of U.S. workers and that the Mexicans placed more importance on needs than did the U.S. workers.

Smith, Patricia C., Lorne M. Kendal, and Charles L. Hulin.
The measurement of satisfaction in work and retirement; a strategy for the study of attitudes. Chicago, Rand McNally, 1969. 186 pp.
The nature of the concept of satisfaction and the means for adequate scientific measurement of satisfaction form the book's focus. A Job Description Index (JDI) emerges as a measuring instrument in the work situation, along with a Retirement Descriptive Index (RDI) for understanding the attitudes of retirees. Detailed methodological data is followed by recommendations for future research.

Smith, Preston E.
An empirical analysis of employee attitudes: the two-factor theory versus the traditional theory of job satisfaction. Ann Arbor, Mich, University Microfilms, 1969. 183 pp.
Doctoral dissertation, Columbia University, 1968. Abstracted in Dissertation Abstracts, vol. 29, no. 10, April 1969, p. 3956-B.

Sofer, Cyril.
Men in mid-career; a study of British managers and technical specialists. New York, Cambridge University Press, 1970. 376 pp.
Findings of a research program carried on in a large oil company in collaboration with social scientists from two universities showed a degree of alienation among executives and technical specialists reminiscent of that previously found in industrial manual workers. Respondents tended to feel they were under-utilized; many were dissatisfied with their job choice; neither did they find their work challenging. The implications of these attitudes for men who have devoted their lives to one career are analyzed. Detailed responses and research methodology also presented.

Soliman, Hanafi M.
Motivation-hygiene theory of job attitudes: an empirical investigation and an attempt to reconcile both the one- and the two-factor theories of job attitudes. Journal of applied psychology, vol. 54, no. 5, October 1970, pp. 452-461.

Tests methodological issues of Herzberg's motivation-hygiene theory and attempts to reconcile that theory with traditional job attitude theories. Results partially support the hypothesis that one- and two-factor theories can be reconciled.

See also the author's dissertation of the same title (University of Illinois, 1969). Abstracted in Dissertation Abstracts International, vol. 31, no. 2, August 1970, p. 943-B.

Starcevich, Mathew M.
An analysis of the relationship between the dual-factor theory of motivation and the central life interests of employees. Ann Arbor, Mich., University Microfilms, 1971. 286 pp.

"This study was concerned with three research problems: (1) A replication of Herzberg's work on the motivation of employees utilizing a questionnaire format developed by Frank Friedlander; (2) A replication of Dubin's work pertaining to the central life interest of employees as it applied to other occupational groups; (3) An analysis to ascertain whether a relationship exists between the central life interest and what motivates employees."

Data was derived by questionnaires completed by more than 500 first-line managers, middle managers, and professional employees of a single industrial organization.

Doctoral dissertation, University of Oklahoma, 1971. Abstracted in Dissertation Abstracts International, vol. 32, no. 5, November 1971, p. 2249-A-2250-A.

Summers, Basil I.
Exploratory study: comparison of "cognitive styles" to employee evaluation and employee satisfaction. Ann Arbor, Mich., University Microfilms, 1971. 125 pp.

"The following hypotheses were examined; There are cognitive styles that can be identified as being most apt to be successful in a specific firm and... least apt to be successful in a specific firm; Supervisors perceive those they supervise favorably if their cognitive styles are similar and...unfavorably if their cognitive styles are different; Non-supervisors perceive the firm favorably if their cognitive styles are similar to the cognitive styles of their supervisor and...unfavorably if their cognitive styles are different."

Doctoral dissertation, Wayne State University, 1971. Abstracted in Dissertation Abstracts International, vol. 32, no. 5, November 1971, pp. 2250-A-2251-A.

Sutermeister, Robert A.
Employee performance and employee need satisfaction--which comes first? California management review, vol. 13, no. 4, Summer 1971, pp. 43-47.

An exploration of theories of employee performance and their relationship to need satisfaction. Concludes "...that effort and performance affect satisfaction, and that satisfaction by its influence on level of aspiration affects subsequent effort and performance."

Thackray, John.
The office proletariat. Management today (Gt. Brit.), April 1970, pp. 79-81, 154, 156.
Critical commentary on the variety of atmospheres,cultures, artifacts of modern offices in America as well as their social psychology and personnel practices, with references to individual firms. States "... In both corporations and government there seems to be a lack of institutional curiosity as to how people live through and experience their hours and days and weeks and years at the office. It is as if the institution has bought the worker's time and left nothing over for the individual."
This lack of concern is reflected in callous policies regarding layoffs and working conditions with only isolated efforts at job enrichment and improved motivation. Suggests that the time has come for the same attention to office workers as was given to industrial workers in the thirties.

Thompson, Duane E.
Favorable self-perception, perceived supervisory style, and job satisfaction. Journal of applied psychology, vol. 55, no. 4, August 1971, pp. 349-352.
Findings of research concerned with administrators and professional employees in a state department of public instruction associated a supportive supervisory style with higher levels of job satisfaction. Subjects with higher levels of favorable self-perceptions tended to perceive less support from their bosses and to experience less job satisfaction than did those with lower levels of favorable self-perceptions.

Tinsley, Howard E.A. and David J. Weiss.
A multitrait-multimethod comparison of job reinforcer ratings of supervisors and supervisees. Journal of vocational behavior, vol. 1, no. 3, July 1971, pp. 287-299.
Compares the supervisors' estimates of job satisfaction requirements with those of the subordinates. The Minnesota Jobs Description Questionnaire was used to measure the reinforcer characteristics of civil engineers, social case-workers, and truck drivers.

Toban, Eileen.
Supervisory feedback, perception of job characteristics, and job satisfaction among community health trainees. Journal of social psychology, vol. 79, 2nd half, December 1969, pp. 279-280.
"Attitudinal correlates of job satisfactions were found to differ for two trainee groups /hard-core poor/ learning community health techniques. The two groups had received relatively favorable and unfavorable evaluations from their supervisors, and were called "High" and "Low," respectively. Highs' satisfaction was linked to their viewing the job as possessing intrinsic merits; Lows' satisfaction was correlated to their perceiving the job as having extrinsic merit."

Tosi, Henry.
A reexamination of personality as a determinant of the effects of participation. Personnel psychology, vol. 23, Spring 1970, pp. 91-99.
Describes research which examines the relationship of participation to job satisfaction and whether participation varies with the personality structure of the individual.

Warr, Peter B. and Tony Routledge.
An opinion scale for the study of managers' job satisfaction. Occupational psychology (Gt. Brit.), vol. 43, no. 2, 1969, pp. 95-109.
Gives details of a scale to measure job satisfaction among managers from a wide range of firms. This scale yields separate scores for different types of satisfactions such as with the firm, the pay, promotion prospects, the job itself, the immediate superior peers, or subordinates.

Warren, Lynda W.
The prediction of job satisfaction as a function of the correspondence between vocational needs and occupational reinforcers. Ann Arbor, Mich., University Microfilms, Inc., 1971. 130pp.
Doctoral dissertation, University of Minnesota, 1970. Abstracted in Dissertation Abstracts International, vol. 32, no. 1, July 1971, pp. 608-B.

Waters, L. K. and Darrell Roach.
Relationship between job attitudes and two forms of withdrawal from the work situation. Journal of applied psychology, vol. 55, no. 1, February 1971, pp. 92-94.
Termination decisions and frequency of absences (i.e., forms of withdrawal) of 160 nonsupervisory female employees were correlated with their responses to a job satisfaction questionnaire. Results validate V. Vroom's 1964 proposal that withdrawals are related to job attitudes.

Waters, L. K. and Carrie W. Waters.
Correlates of job satisfaction and job dissatisfaction among female clerical workers. Journal of applied psychology, vol. 53, no. 5, October 1969, pp. 388-391.
This study of 160 non-supervisory female clerical employees does not support the two-factor theory of job satisfaction but rather more traditionally indicates that any variable can be a satisfier and/or dissatisfier.

Wernimont, Paul F., Paul Toren, and Henry Kapell.
Comparison of sources of personal satisfaction and of work motivation. Journal of applied psychology, vol. 54, no. 1, pt. 1, February 1970, pp. 95-102.
Findings regarding factors influencing job satisfaction and motivation of scientists and technicians showed that these are not interchangeable terms. Personal accomplishment, praise, getting along with co-workers, location, and receiving credit affect personal satisfaction. Knowing what is expected, supervision received, challenging work, being kept informed, and participation in decision-making relate to motivation.

Wesolowski, Zdzislaw P.
Organizational structure and morale. S.A.M. advanced management journal, vol. 35, no. 3, July 1970, pp. 50-54.
It is the author's contention that the "flat" organization with decentralized control creates the best environment for the individual's self-development and high morale.

Westrate, Thomas W.
An analysis of worker satisfaction. Ann Arbor, Mich., University Microfilms, 1969. 56 pp.
"The purpose of this study was to look at differences in perceived satisfaction with both on the job and off the job activities between occupational groups and to examine differences in how these groups view the same job-related activities as being important to them. The subjects were employees of a small manufacturing company. They were divided into two major groups, blue collar and white collar."
Master's thesis, Western Michigan University, 1969. Abstracted in Master's Abstracts, vol. 7, no. 4, December 1969, p. 194.

Whisenand, Paul M.
Work values and job satisfaction: anyone interested? Public personnel review, vol. 32, no. 4, October 1971, pp. 228-234.
Reports the findings of a study, designed to assess the pattern of occupational values and probable degree of job satisfaction among 56 parole, probation and police officers dealing with juveniles in California. The information is intended, in the short run, to help improve organizational and personnel policies and procedures in criminal justice agencies and, in the long run, to promote the investigation of job values and satisfaction.

Wigdor, Lawrence A.
Effectiveness of various management and organization characteristics on employee satisfaction and performance as a function of the employee's need for independence. Ann Arbor, Mich., University Microfilms, 1969. 154 pp.
Doctoral dissertation, City University of New York, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 8, February 1970, p. 3150-A.

Willert, Wayne.
What makes a department hum? Supervisory management, vol. 15, no. 9, September 1970, pp. 6-8.
A supervisor's enthusiasm will trigger enthusiasm in his subordinates, and counteract the indifference that sometimes accompanies routine jobs.

Williamson, Thomas R. and Edward J. Karras.
Job satisfaction variables among female clerical workers. Journal of applied psychology, vol. 54, no. 4, August 1970, pp. 343-346.
Thirty-four clerical workers were asked to rank 10 job characteristics (5 motivators and 5 hygienes) in order of importance to themselves, to others of the same sex and to others of the opposite sex. The results were compared with similar studies of college women. Female clerical workers rated motivators less important for self than did college females but both groups agreed on the important variables among male workers.

Wofford, J. C.
The motivational bases of job satisfaction and job performance. Personnel psychology, vol. 24, no. 3, Autumn 1971, pp. 501-518.
Reports on a study among nonmanagerial white and blue collar employees which explored motivational bases of job satisfaction and job performance and their interaction. It is contended "that job motivation is a function of the strength of the needs and the expectation on the part of the employee that job performance will result in need gratification....
"The expectancy theory appears to hold more promise as a basis for understanding and prediction of job motivation and job satisfaction than either Maslow's theory or the two-factory theory /Herzberg's/."

Wolf, Martin G.
Need gratification theory: a theoretical reformulation of job satisfaction/dissatisfaction and job motivation. Journal of applied psychology, vol. 54, no. 1, pt. 1, February 1970, pp. 87-94.
"It is the thesis of this paper that there are elements of both truth and error in both traditional and two-factor theories. ... Proposes a theory of job motivation based on Maslow's hierarchy of needs which will account for all the discrepant research results concerning job satisfaction...."

Wollack, Stephen.
The effects of work rate upon job satisfaction. n.p., The Author, 1969. 86 pp.
"Increased job mechanization frequently has resulted in some loss of control by the worker over his work pace. The extent to which a worker is able to control his work pace is one variable which seems to be related to job satisfaction. This study was intended to determine whether a relationship can be demonstrated between an individual's preferred rate of work on a specific task (self-pace), the rate of work as dictated by the task (assigned-pace), and job satisfaction."
Doctoral dissertation, Bowling Green State University, 1969.

Wood, Donald A. and William K. LeBold.
The multivariate nature of professional job satisfaction. Personnel psychology, vol. 23, no. 2, Summer 1970, pp. 173-189.
"The unidimensional versus the multidimensional nature of professional job satisfaction with specific reference to Herzberg's two-factor theory of satisfiers and dissatisfiers are discussed. An overall job satisfaction index and 34 questionnaire items were evaluated by a national sample of over 3,000 engineering graduates.... Factor analysis suggests that job satisfaction is multidimensional."

Woolf, Donald A.
Measuring job satisfaction. Hospitals, vol. 44, no. 21, November 1, 1970, pp. 82,84,86-87.
Recommends use of direct data obtained either from interviews or from a survey designed, administered and analyzed by an outside consultant. Suggests factors which should be measured among hospital employees, methodologies to use, how analyses should be made and how actions can be carried out.

Work, performance and satisfaction: a complementary collection. Industrial relations, vol. 9, no. 4, October 1970, pp. 405-474.
Contents: Introduction, by Raymond E. Miles; Theories of performance and satisfaction: a review, by Donald P. Schwab and Larry L. Cummings; Performance and satisfaction: an analysis, by John W. Slocum, Jr.; Underemployment of engineers, by R. Richard Ritti; Success vs. failure: prior managerial perspectives, by Fred H. Goldner.
"In sum...these four articles seem to suggest that for managers and technical personnel at least, the opportunity to perform challenging and worthwhile tasks does result in the satisfaction of a variety of needs, particulary those for recognition, autonomy and self-fulfillment."

ATTITUDE SURVEYS--THEORY AND PRACTICE

Alper, S. William and Stuart M. Klein.
Feedback following opinion surveys. Personnel administration, vol. 33, no. 6, November-December 1970, pp. 54-56.
A study to determine how employees felt that management would use the findings of attitude surveys indicated satisfaction to be highest when they were presented with full results and were afforded an opportunity for discussion. Lack of feedback appeared to frustrate employees and to confirm their belief that management never intended to do anything in the first place.

Kendal-Ward, Malcolm and William R. Wood.
How to heed the workers. Management today (Gt. Brit.), February 1969, pp. 75-77.
Cites examples which illustrate the use of employee surveys as effective communication devices between management and employees. Suggests steps in implementing one.

Kirchner, Wayne K. and June A. Lucas.
Using factor analysis to explore employee attitudes. Personnel journal, vol. 49, no. 6, June 1970, pp. 492-494.
Illustrates how factor analysis can be of value in analyzing attitude survey results. Cautions that it should be used only on fairly large homogeneous groups of people and that a reasonable knowledge of statistics and use of a computer are necessary.

Losey, M. R.
What do your employees really think? Personnel administration, vol. 34, no. 2, March-April 1971, pp. 4-7, 60-61.
An employee opinion survey at one of the plants of the New Holland Division of Sperry Rand Corporation provides a vehicle for a case study to determine possible relationships between accurate estimation of employee responses by supervisors and their effectiveness in employee relations. Findings and their applications are reported.

Owens, Arthur R.
Employee attitude surveys. Best's review (life/health insurance edition) vol. 71, no. 4, August 1970, pp. 64-66.
Three papers presented at the Life Office Management Association forum: Survey checklist, by Arthur R. Owens; Interpreting findings, by Michael Ingram; Making use of results, by L. Rogers Taylor.

Raskin, Rose.
Attitude survey uncovers employees' hidden discontent. Modern manufacturing, vol. 31, no. 3, March 1970, pp. 85-87.
Describes an attitude survey carried out at Lockheed-Georgia Company, Marietta, Georgia. Tells of problem areas revealed and of corrective actions.

Stockdale, G. and J. Butterworth.
To see ourselves as others see us. Personnel management (Gt. Brit.), vol. 2, no. 8, August 1970, pp. 26-28.
Describes study in which employees at all levels of a company were interviewed by an independent observer. Material was analyzed to determine employee attitudes toward an unstable work situation.

Strenski, James B.
Two way communication--a management necessity. Personnel journal, vol. 49, no. 1, January 1970, pp. 29-31.
The attitude survey is suggested as an important adjunct to any communications policy. It is an effective way to sort out which management policies and operations need to be emphasized and/or changed.

Summers, Gene F., ed.
Attitude measurement. Chicago, Rand McNally and Co., 1970. 568 pp.
Includes early and recent writings on self-report techniques, plus sections on indirect tests and objective tasks, and direct observation techniques.

Tripp, W.H.
One more time: attitude surveys. Personnel journal, vol. 50, no. 3, March 1971, pp. 231-233.
Suggestions are offered for administering an attitude survey and for providing effective manager-employee feedback.

Truell, George F.
Using mini-surveys to start problem-solving processes. Personnel journal, vol. 49, no. 7, July 1970, pp. 552-558.
Because traditional attitude surveys did not meet the needs of the Graphic Controls Corporation, a mini-survey was developed which was brief, easy to administer and offered almost immediate feedback. The results were "trickled up" through the organization giving the supervisor the first chance to evaluate the responses and take action. This put him in a positive rather than a defensive position and offered a real opportunity for supervisory development. Employees were pleased with the rapid changes that were made.

Wollack, Stephen, and others.
Development of the survey of work values. Journal of applied psychology, vol. 55, no. 4, August 1971, pp. 331-338.
Describes research in which a set of scales to measure personal attitudes towards work in general rather than towards specific jobs was constructed. The scales have been successfully used to differentiate values held by members of a number of occupational groups.

IMPROVING MOTIVATION AND PRODUCTIVITY

Ackerman, Leonard.
Let's put motivation where it belongs--within the individual. Personnel journal, vol. 49, no. 7, July 1970, pp. 559-562.
"One cannot 'motivate' another. But motivation can be transmitted from one to another, as from superior to subordinate by an individualistic approach based upon the determination of the needs of the subordinate by the manager."

American Management Association, Inc.
Motivation; key to good management. New York, 1967. 72 pp.
Selected reprints from AMA periodicals.

Bass, Bernard M.
When planning for others. Journal of applied behavioral science, vol. 6, no 2, April-May-June 1970, pp. 151-171.
Experimental evidence is presented which corroborates theories that productivity and job satisfaction are highest when planning and doing are merged. Since organizational imperatives usually prevent this merger, eight factors which should be taken into account when planning for others are examined and compensating remedies considered.

Berg, Harry V.
Motivation and quality-principles in practice. Training and development journal, vol. 24, no. 6, June 1970, pp. 28-31.
The successful Gerber Quality Motivation program, as tested and refined into the Albion College Employee Motivation process is described. The program's objective is to develop personal interest and pride in job performance and in the company. It also tries to strengthen communication between the supervisor and his subordinates.

Borgatta, Edgar F. and George W. Bohrnstedt.
Up. Psychology today, vol. 4, no. 8, January 1971, pp. 56-58, 80-81.
"The behavior described by our two sets of motivational attitudes is for the most part learned behavior. People who learn highly work-oriented behavior may except financial and psychological rewards. Those who do not learn this behavior may find themselves boxed into jobs that restrict them on all sides."

Boyatzis, Richard E.
Building efficacy: an effective use of managerial power. Industrial management review, vol. 11, no. 1, Fall 1969, pp. 65-76.
Mr. Boyatzis suggests "how a leader can effectively utilize power to motivate satisfactory performance," while Professor Daryl Mitton, in an article which follows, "reveals what he considers are the necessary requirements for assuming and sustaining leadership". ("Leadership--one more time," pp. 77-83).

Bristo, Clois E.
Do you motivate your subordinates? Supervisory management, vol. 16, no. 9, September 1971, pp. 12-14.
Focuses on aiding the supervisor to inspire employees to make an effort to surpass minimum standards for which they are accountable. Gives three fundamentals for improving morale and motivation: learn to listen, be honest, and improve your leadership with understanding.

Broad, Bruce M.
"Not by bread alone." Personnel journal, vol. 49, no. 11, November 1970, pp. 913-917.
Though fair and equitable compensation is important, ... "what really grabs and motivates a management man, for that matter any employee, is now recognized as being the freedom to reach out, to enrich and enlarge his sphere of influence and contribution, to realize his full potential, to gain recognition from his peers, to broaden his experience and to achieve his own goals and aspirations in the process of playing a meaningful role in the achievement of the Company's objectives."

Bureau of Business Practice.
Motivation. Waterford, Conn., 1970. 32 pp. (Supervisor's problem-solving series, issue no. 101)
Three typical supervision problem cases are described with alternative solutions. The supervisor is asked to choose the best approach to each problem.

Carlson, Howard C.
Measuring employee motivation: a study of variation in individual preferences for different job characteristics and job circumstances. Ann Arbor, Mich., University Microfilms, Inc., 1971, 344pp.
Doctoral dissertation, University of Minnesota, 1970. Abstracted in Dissertation Abstracts International, vol. 32, no. 1, July 1971, pp. 603B.
Critical response by Norman P. Hummon in Administrative Science Quarterly, vol. 15, no. 2, June 1970, pp. 230-234. Further response by Carzo and Yanouzas, pp. 235-240.

Carzo, Rocco, Jr. and John N. Yanouzas.
Effects of flat and tall organization structure. Administrative science quarterly, vol. 14, no. 2, June 1969, pp. 178-191.
A laboratory experiment tested the effects on group performance of tall and flat organizations. Three variables were measured: time taken to complete decisions, profits, and rate of returns on sales revenue. Structure had no significant effect on decision time, but groups under the tall organization turned in a better performance on the other two variables.

Centner, James L.
Avoiding secondhanded mediocrity. S.A.M. advanced management journal, vol. 36, no. 3, July 1971, pp. 13-18.
"Motivation is the end result of proper organizational climate, and proper organizational climate is the result of leadership, open communication, mutual support and mutual trust." The author believes that lack of leadership is a root cause of many of our organizational problems and suggests seven ways to cultivate leadership: stay active, avoid the malinger, enjoy what you're doing, participate in the extra-curricular, seek responsibility, set realistic goals, set the example.

Champion, George.
Changing responsibilities of management. Personnel administration, vol. 33, no. [5], September-October 1970, pp. 8-12.
Author sees a shift from supervisory management to motivational management due to the changing composition of the national labor force and changing national priorities. The manager's most difficult task in the coming years will be "to enlist the energy, enthusiasm and ability of all employees toward a given objective because the workers themselves want to achieve it." Discusses the tools of the motivational manager: training, leadership and job enrichment.

Improving Motivation and Productivity (Cont'd)

Charles, A. W.
Self-concept as it relates to unrest. Personnel administrator, vol. 16, no. 1, January-February 1971, pp. 36-39.
Noting that unrest in an organization (which may result in turnover) can often be caused by the difference between the levels of aspiration of the individuals in the organization and their achievement, Charles emphasizes the importance of assessing an individual's self-concept in the selection process and the ability of the organization to accommodate his aspirations. He also points out that the supervisor should be aware of his own self-concept and its influence on others and that the self-concept of top management can determine organizational climate.

Colin, J.M.
After X and Y comes Z. Personnel journal, vol. 50, no. 1, January 1971, pp. 56-59.
Theory Z is based on the premise that traditional methods of innovation/motivation do not fit today's organization of chronic change. Theory Z approaches will foster the growth of professionalism, higher levels of education, project organization, etc.

Cordtz, Dan.
City Hall discovers productivity. Fortune, vol. 84, no. 4, October 1971, pp. 92-96, 127-128.
Considers the effect modern technology and better management could have on the runaway costs of urban services and urban administration. Police, fire, park and sanitation services are discussed and the growing role of labor unions in the public sector is covered.

Cherrington, David J.
The effects of competition and financial rewards on satisfaction and task performance. Ann Arbor, Mich., University Microfilms, Inc., 1971. 147pp.
Doctoral dissertation, Indiana University, Graduate School of Business, 1971. Abstracted in Dissertation Abstracts International, vol. 32, no. 2, August 1971, pp. 1264-B.

Cross, Joseph L.
Open letter to a new manager. Personnel journal, vol. 49, no. 2, February 1970, pp. 103-106.
Information on human behavior and motivation to help the manager newly promoted from the ranks get the most from his work force.

Dalton, Gene W.,and Paul R. Lawrence, eds.
Motivation and control in organizations. Homewood, Ill., R. D. Irwin, Inc., 1971. 417 pp. (Irwin-Dorsey series in behavioral science)
Contains an introductory article by Gene Dalton, "motivation and control in organizations," a series of cases most of which have been individually copy-righted by the President and Fellows of Harvard College, and a group of reprinted readings.

Deci, Edward L.
Effects of externally mediated rewards on intrinsic motivation. Journal of personality and social psychology, vol. 18, no. 1, April 1971, pp. 105-115.
Research tested the effects of external rewards on persons intrinsically motivated to perform an activity. It was found that money as a reward tended to decrease intrinsic motivation while verbal reinforcement and positive feedback tended to enhance intrinsic motivation.

Dichter, Ernest.
Motivating human behavior. New York, McGraw-Hill, 1971. 253 pp.
Moving from primitive motivational methods to the more sophisticated techniques, Dichter seeks to demonstrate their utility in dealing with our physical environment, our psychological contacts and our personal relationships. In the second section of the book, he considers the application of motivational methods to such current problems as communication, race relations, community action, management, personal mobility, etc.

Donnelly, John F.
Increasing productivity by involving people in their total job. Personnel administration, vol. 34, no. 5, September-October 1971, pp. 8-13.
How Donnelly Mirrors, Inc. increased productivity and profits through behavioral science approaches. An account of how the company became involved, what it did specifically, what results were achieved, and how a person might get his company to take on such a program.
Article based on address at Annual Conference of the Society of Personnel Administration, Washington, D. C., May 27. 1971.

Dowling, William F. Jr. and Leonard R. Sayles.
How managers motivate; the imperatives of supervision. New York, McGraw-Hill, 1971. 436 pp.
"Our objectives in developing this text are threefold: first, to include a broad range of research findings from the leadership and organizational behavior field; second, to express these in ways that would appeal to the reader because the text would contain lively first-hand examples of supervisors on the 'firing line'; and third, to emphasize the actual behavior and analytical thinking required of supervisors, not abstract 'principles' and traditional 'theories'."

Eastland, Thomas A.
A comparison of managerial and subordinate attitudes regarding human motivation. n.p., The Author, 1969. 66 pp.
Workers and managers in a variety of industrial and government organizations responded to a questionnaire designed to test the hypothesis that managers "view their workers differently than the workers view themselves." Findings indicated that in all but one instance both workers and managers agreed with McGregor's Theory Y and thus the hypothesis was rejected.
Master's thesis, Massachusetts Institute of Technology, 1969.

Educational Testing Service.
Organizational climates and administrative performance, by Norman Frederiksen, Ollie Jensen, and Albert E. Beaton. Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1968. 376 pp.
Report of an experimental in-basket design, testing the effect of different simulated climates on executive decisions and actions. "The principal conclusion with respect to means is that productivity is influenced significantly by the interaction of the experimental climate conditions."

Effects of task factors on job attitudes and behavior (a symposium).
Personnel psychology, vol. 22, no. 4, Winter 1969, pp. 415-444.
Papers from a symposium at the 75th Annual American Psychological Association Convention, Washington, D. C., September 1967. Contents: Introduction, by Lyman A. Porter; Job enlargement and the organizational context, by Clayton P. Alderfer; Job design and employee motivation, by Edward E. Lawler, III; Nature of the task as a determiner of job behavior, by J. Richard Hackman.

Improving Motivation and Productivity (Cont'd)

Evans, Martin G.
Herzberg's two-factor theory of motivation: some problems and a suggested test. Personnel journal, vol. 49, no. 1, January 1970, pp. 32-35.
It is the author's conclusion that Herzberg's two-factor theory of motivation underestimates the importance of pay and of interpersonal relations.

Evans, Martin G.
Leadership and motivation; a core concept. Academy of Management journal, vol. 13, no. 1, March 1970, pp. 91-102.
"An attempt is made here to deepen the understanding of Supervisor/Subordinate relationships by examining the impact of a supervisor's behavior upon the motivational state of his subordinates. This is done by outlining a path-goal theory of human motivation and by examining the major articulations between variables in this theory and variables of supervisory behavior...."

Fabricant, Solomon.
A primer on productivity. New York, Random House, 1969. 206 pp.
Explains what productivity is, its sources and its consequences. Relates it to other economic changes such as the rise in wages and salaries and shifts in employment. Also discusses productivity abroad.

Feldman, Edwin B.
High motivation, high productivity. Supervisory management, vol. 16, no. 1, January 1971, pp. 31-33.
Catalogs factors on which motivated performance does and does not depend. Balanced work loads, continuity, adequate equipment and supplies and defined assignments are among ingredients which can ensure productive performance.
Condensed from Building Operating Management, vol. 17, no. 2, 1970.

Finkelman, Jay M. and David C. Glass.
Reappraisal of the relationship between noise and human performance by means of a subsidiary task measure. Journal of applied psychology, vol. 54, no. 3, June 1970, pp. 211-213.
Reports on research into the effect of noise on the productivity of machine operators. Unpredictable, as opposed to predictable noise resulted in degradated performance for subsidiary tasks, but did not affect performance on the primary task.

Forys, Joseph R.
An investigation of some of the problems plants or divisions of some industrial companies experience in sustaining zero defects programs for quality motivation. Ann Arbor, Mich., University Microfilms, 1970. 215 pp.
"The purpose of this study was to identify by questionnaire survey some ... characteristic problems plants or divisions of some United States industrial companies experience in sustaining Zero Defects programs and to establish the frequency, importance, and significance of the problems encountered."
Master's thesis, Duquesne University, 1969. Abstracted in Master's Abstracts, vol. 3, no. 4, December 1970, p. 157.

Gardner, David M. and Kendrith M. Rowland.
A self-tailored approach to incentives. Personnel journal, vol. 49, no. 11, November 1970, pp. 907-912, 917.
Since what motivates one salesman to better performance will not necessarily motivate another, recommends a self-tailored program in which each salesman selects his own incentive pay plan from a widely assorted offering. Points out that levels of aspiration, needs for prestige, and reference groups influence behavior. Stresses the importance of developing a comprehensive theory of human behavior including the concepts of valency, expectancy and motivational force.

Gladstones, W. H.
Some effects of commercial background music on data preparation operators. Occupational psychology, vol. 43, nos. 3 and 4, 1969, pp. 213-222.
In this experiment, background music produced no significant sustained effect on either the speed or accuracy of operators of keyboard data preparation equipment. Attitudes were measured by questionnaires. Though some workers changed their minds during the experiment, at its conclusion some 55 percent still wished to have music.

Goble, Frank G.
The third force; the psychology of Abraham Maslow. New York, Grossman, 1970. 201 pp.
A condensation of the ideas of Dr. Abraham Maslow gleaned from his many publications. His Third Force or Humanistic Psychology is a "new, comprehensive theory of human motivation which touches on every aspect of human behavior." Selected chapters: Historical perspective; The Third Force; The Theory of Basic Needs; Eupsychian management; The synergic society; Education and personal potential; Business and industry.

Grigaliunas, Benedict S. and Frederick Herzberg.
Relevancy in the test of motivator-hygiene theory. Journal of applied psychology, vol. 55, no. 1, February 1971, pp. 73-79.
A questionnaire, structured to measure on two levels job attitudes according to Herzberg's motivator-hygiene theory (1959), was administered to 81 college seniors. The inconsistencies which resulted illustrate the effects of methodology and respondent biases.
See also Grigaliunas's dissertation, Duration and Its Relationship to Slippage in Motivation-Hygiene Research (Case Western Reserve University, 1970). Abstracted in Dissertation Abstracts International, vol. 32, no. 1, July 1971, p. 604-B.

Groff, Gene K.
Worker productivity: an integrated view. Business horizons, vol. 14, no. 2, April 1971, pp. 78-86.
Three of the most important variables in influencing employee effort are supervisory behavior, incentive pay and the nature of the task itself. Reinforcement through extrinsic reward is provided by the first two; direct satisfaction is provided by the third. Goff suggests the ways in which these and other variables affect productivity.

Guilford, Joan S. and David E. Gray.
Motivation and modern management. Reading, Mass., Addison-Wesley, 1970. 204 pp.
Designed to instruct supervisors and managers in the fundamentals and methods of motivation and human relations, using a programmed text.

Hackman, J. Richard.
Nature of the task as a determiner of job behavior. In Effects of task factors on job attitudes and behavior (a symposium). Personnel psychology, vol. 22, no. 4, Winter 1969, pp. 435-444.
Discusses four means by which job factors can influence behavior and the importance of understanding such factors when dealing with ability and performance in a work situation.

Hammerton, James C.
Management and motivation. California management review, vol. 13, no. 2, Winter 1970, pp. 51-56.
Addressed to the problem of managing interdisciplinary groups of professionals--mathematicians, computer programmers, architects, physicians--suggests a project team approach as a way to foster productive working relationships while retaining loyalty and enthusiasm.

Happel, Joseph G., Jr.
To motivate--communicate. Personnel journal, vol. 48, no. 12, December 1969, pp. 984-987.
The common denominator of theories of motivation is the effective use of communication techniques. Management must convey a sense of mission.

Harris, Evelyn M., ed.
The realities of productivity bargaining; Industrial Relations Committee Report. London, Institute of Personnel Management, 1968. 46 pp.
Presents three case studies from the British experience in productivity which is defined as the making of a deal between labor and management to improve productive efficiency and the rewards for work.

Harris, George T.
To know why men do what they do; a conversation with David C. McClelland. Psychology today, vol. 4, no. 8, January 1971, pp. 35-39, 70-71, 74-75.
McClelland talks about achievement motivation, what it is, who has it, and why, using examples from his own and others' research.

Hartman, Bryce O.
Motivation and job performance factors in systems development and operations. In De Greene, Kenyon B., ed. Systems psychology. New York, McGraw-Hill, 1970, pp. 451-467.
"Now that systems design and management are coming of age as engineering and management specialties, increasing attention is being given to motivation in the systems environment." A case history concerning motivational factors in Air Force transport operations is discussed.

Hawkins, Kevin and Chris Molander.
Supervisors out in the cold. Personnel management (Gt. Brit.), vol. 3, no. 4, April 1971, pp. 37, 39, 41.
Examines the impact of productivity bargaining on the first-line supervisor. A study within three companies found that failure to involve the supervisor in bargaining jeopardized the implementation agreements and weakened the supervisors' positions.

Hedlund, Earl C.
Zero defects. Defense management journal, vol. 6, no. 3, Summer 1970, pp. 32-36.
Employee participation in the decision-making process of a zero defects program contributes to its success. Other factors which also contribute to successful programs are: management support, detailed planning and progress measurement.

Hermans, Hubert J. M.
A questionnaire measure of achievement motivation. Journal of applied psychology, vol. 54, no. 4, August 1970, pp. 353-363.
Reports research on three studies designed to investigate the possibility of constructing a new questionnaire capable of measuring the achievement motive. All three studies generally suggest it is possible. "A factor that seems of utmost importance ... is the quality of the initial item pool."

Herrick, Neal Q. and Robert P. Quinn.
The working conditions survey as a source of social indicators. Monthly labor review, vol. 94, no. 4, April 1971, pp. 15-24.
Summary of preliminary findings of a University of Michigan Survey Research Center study of workers' attitudes toward the intrinsic (i.e. labor standards) and extrinsic (i.e. opportunities for personal fulfillment) aspects of their jobs. A national sample of 1,533 employed persons responded to the questionnaire during November-December 1969. To date, the analysis of the data has been mostly limited to the compilation of simple descriptive statistics and bivariate frequency tables.

Herzberg, Frederick.
Motivation. Industry week, vol. 166, no. 20, May 18, 1970, pp. 38-39; no. 23, June 8, 1970, pp. 46-48; vol. 167, no. 4, July 27, 1970, pp. 45-46; no. 8, August 24, 1970, pp. 44-46.
Part 1, Moving your employees of motivating them; Part 2, Be efficient and be human; Part 3, People are polarizing; Part 4, Management of hostility.

Herzberg, Frederick.
One more time: how do you motivate employees? In Harvard Business Review. New insights for executive achievement. Cambridge, Mass., 1966-68, pp. 1-10.
After reviewing various ways to motivate employees, the author concludes that job enrichment--giving the employee more responsibility and challenge--is the most effective stimulus.

Hoffman, Frank O.
'Team spirit' as it affects productivity. Personnel administrator, vol. 16, no. 3, May-June 1971, pp. 11-15.
Describes the dimensions of morale and their impacts on workers' productivity as individuals and as teams. Lists obstacles to best performance and maximum job satisfaction.

How music can enhance the office environment. The Office, vol. 73, no. 6, June 1971, pp. 70,73.
John Finn, Office Services Manager, Nationwide Insurance Companies, White Plains, N.Y., has instituted and found successful a Muzak system specifically designed to improve employee efficiency. The approach is briefly described.

Illinois. University. Department of Psychology.
Effects of organizational structure upon correlations between member abilities and group productivity, by Gordon E. O'Brien and A. G. Owens. Urbana, 1969. 15 pp.
Two different studies revealed that when the group task required coordination of efforts, group productivity was significantly affected by both the average ability of the group and the ability of the dullest member. However, when the group task required collaboration, then group productivity was not significantly affected by these factors.

Imes, I. E.
Organizational voids that improve performance. Management review, vol. 58, no. 9, September 1969, pp. 15-17.
Organizational voids, like delegations of authority are designed to develop and motivate employees. Organizational voids are different, however, in that the subordinate initiates the acceptance of new responsibility rather than the superior passing it out. Condensed from Chemical Engineering, June 30, 1969.

International Labour Office.
Measuring labour productivity. Geneva, 1969. 172 pp. (Studies and reports; new series, no. 75)
Comparatively surveys the measurement of labor productivity in various countries. Coverage includes methods used to measure labor productivity, comparisons of the levels of labor productivity, and an analysis of various labor productivity statistics.

Ivancevich, John M.
An analysis of control, bases of control, and satisfaction in an organizational setting. Academy of Management journal, vol. 13, no. 4, December 1970, pp. 427-436.
Analyzes the relationships between measures and bases of organizational control, and three job satisfaction categories; status satisfaction, automony satisfaction, and growth satisfaction. Subjects were 228 agents of a large insurance company. Findings are related to previous research studies.

Jacoby, Jacob.
Work music and morale; a neglected but important relationship. Personnel journal, vol. 47, no. 12, December 1968, pp. 882-886.
Discusses the results of a questionnaire administered to 550 Federal employees which shows that there is an important relationship between work music and employee morale. Suggests areas for further study.

Jehring, J. J.
Profit sharing, motivation and productivity. Personnel administration, vol. 33, no. 2, March-April 1970, pp. 17-21.
Reviews development of profit-sharing theory and its application in the U. S. economy. Suggests new techniques to encourage fuller utilization of profit sharing as a motivational tool.

Jones, B. D.
ABC of motivation. Administrative management, vol. 31, no. 5, May 1970, pp. 49-51.
The author reviews two behaviorist theories of motivation: A.H. Maslow's Hierarchy of Human Needs Theory; and Frederick Herzberg's Hygiene and Motivator Factor Theory. Concludes that an administrator must first change his own assumptions about leadership, group behavior, etc. if he is to develop new attitudes among his employees.

Jones, Barbara T.
Motivating your employees. Manage, vol. 23, no. 8, June-July 1971, pp. 6-13.
Higher productivity results from thoroughly motivated employees. For each of three factors which are keys to motivation--job satisfaction, supervisor-employee relationships and company-employee relationships--lists techniques for effecting improved employee motivation.

Jones, John P.
Leadership, motivation and communication. Personnel administration, vol. 33, no. [5], September-October 1970, pp. 4-7, 13-14.
Talks about leadership from a motivational perspective and says that motivational values ought to be a prime concern of each leader at every organizational level. Provides 10 guidelines for the leader who wishes to create a climate of motivation.

Kint, J. R.
Z-grams: a behavioral analysis. Perspectives in defense management, May 1971, pp. 59-65.
Using Abraham Maslow's and Frederick Herzberg's motivational theories, the author assesses attitudinal changes wrought by 57 directives (Z-grams) issued by Admiral Elmo R. Zumwalt, Jr. since mid-1970.

Kirkpatrick, Donald I.
How do you motivate those lacking apparent incentive? Personnel administrator, vol. 15, no. 6, November-December 1970, pp. 40-42.
After describing four theories of motivation, those of Maslow, McGregor, Herzberg and McClelland-Atkinson, draws up guidelines for the manager who wants to motivate effectively: recognize each individual's needs, note that an individual's needs vary over time, establish the climate for meeting individual needs by the way of managing the job being done.

Kolb, David A. and Richard E. Boyatzis.
Goal-setting and self-directed behavior change. Human relations, vol. 23, no. 5, October 1970, pp. 439-457.
"The experiment presents convincing evidence that conscious goal-setting plays an important role in the process of self-directed behavior change. Individuals tend to change more in those areas of their self-concept which are related to their consciously set change goals. These changes are independent of the difficulty of the change goal and thus do not appear to be a result of an initial choice of easy to achieve goals. While this experiment...does not conclusively prove that conscious goal-setting caused the subsequent changes in self-concept, taken with other experimental studies cited in this paper it does strongly suggest that conscious goal-setting facilitates goal achievement."

Korman, Abraham K.
Toward an hypothesis of work behavior. Journal of applied psychology, vol. 54, no. 1, pt. 1, February 1970, pp. 31-41.
Offers a theoretical hypothesis relating to the influence of an individual's self-concept of the task at hand on the outcome he seeks and attains. Includes an extensive review of the literature and of previous research.

Korman, Abraham K.
Expectancies as determinants of performance. Journal of applied psychology, vol. 55, no. 3, June 1971, pp. 218-222.
Reports results of a series of laboratory and field investigations which support hypothesis that performance is facilitated by the high expectancies which others have of one's competency and ability.

Landy, Frank J.
Motivational type and the satisfaction-performance relationship. Journal of applied psychology, vol. 55, no. 5, October 1971, pp. 406-413.
Reports on research into the effect on job satisfaction of the individual's motivation to work. Subjects were 175 non-supervisory engineers who were grouped into three motivational categories (by energy expenditure) and tested in satisfaction and performance dimension relationships.
See also the author's dissertation, A Typological Approach to the Relationship between the Motivation to Work and Job Satisfaction (Bowling Green State University, 1969). Abstracted in Dissertation Abstracts International, vol. 30, no. 10, April 1970, p. 4827-B.

Landy, Frank J. and Robert M. Guion.
Development of scales for the measurement of work motivation. Organizational behavior and human performance, vol. 5, no. 1, January 1970, pp. 93-103.
"This report describes the development of a set of scales by which the work motivation of professional engineers can be assessed through peer ratings."

Lawler, Edward E., III.
Job attitudes and employee motivation: theory, research, and practice. Personnel psychology, vol. 23, no. 2, Summer 1970, pp. 223-237.
Reviews research on job attitudes during the last fifteen years and sees signs of growth and development. Summarizes studies on the relationship between satisfaction and performance and between attitudes and motivation. Suggests practical implications.

LeBoeuf, Maurice M.
Subordinate perception of superior motivation and level of management as determinants of subordinate motivation: a systems approach. Ann Arbor, Mich., University Microfilms, 1969. 163 pp.
Research gathered behavioral data from sixty executives and supported hypothesis that the subordinates conception of the supervisor's motivation is a valid part of his motivational system in attaining organizational objectives.
Doctoral dissertation, Louisiana State University and Agricultural and Mechanical College, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 10, April 1970, pp. 4074-A-4075-A.

Lee, Sang M.
An empirical analysis of organizational identification. Academy of Management journal, vol. 14, no. 2, June 1971, pp. 213-226.
Based on research data from 170 scientific employees and their supervisors in the U.S. Public Health Service, analyzed variables associated with scientists' organizational identification patterns and explored the relationship of these patterns to job attitudes and motivation. Those with high organizational identification were more productive, better motivated and rewarded, more satisfied and had less propensity to leave than did those with lower organizational identification.

Levinson, Harry.
Various approaches to understanding man at work. Archives of environmental health, vol. 22, no. 5, May 1971, pp. 612-618.
Sketches the historical development and conception of managerial theories of Herzberg, McGregor, Argyris, Likert, Blake and Mouton, and the author in terms of the basics of the meaning of work and the motivation of work. Covers psychological motivation, the social role encompassed in the concept of work, the conception of the modal organization work structure, and the ethos in which the organization functions.

Longest, Beaufort B., Jr.
Satisfying and motivating the systems analyst. Journal of systems management, vol. 22, no. 5, May 1971, pp. 21-23.
This is a motivational survey of nonsupervisory ADP programmers and systems analysis in two large companies in Atlanta, Georgia. Achievement is the highest motivator.

Management by motivation and measurement. Personnel journal, vol. 49, no. 3, March 1970, pp. 250-251.
Presents ideas of C. Michael Kearsey, Planning Engineer, IBM Components Division, on how management can cope with its challenge to motivate indirect or support labor personnel.

Managers or animal trainers? An interview with Frederick Herzberg. Management review, vol. 60, no. 7, July 1971, pp. 2-15.
Informal interview between Dr. William F. Dowling of New York University and Dr. Herzberg in which Dr. Herzberg discusses his theories of motivation as developed through his research.

Masterson, Thomas R. and Thomas G. Mara.
Motivating the underperformer. New York, American Management Association, Inc., 1969. 16 pp. (Management bulletin no. 130)
Authors are convinced the low performer can be motivated effectively, to his benefit as well as his employer's. Within the framework of motivation and leadership theory and research, specific techniques for improving performance are presented.
See also the authors' article, "Leadership methods that motivate," in Supervisory Management, vol. 15, no. 1, January 1970, pp. 6-9.

Mark, Jerome A. and Shelby W. Herman.
Recent changes in productivity and unit labor costs. Monthly labor review, vol. 93, no. 5, May 1970, pp. 28-32.
Reviews and analyzes relatively low gains in productivity during 1969 and discusses relationship to other economic measures such as employment, unit labor costs, non labor payments, and prices. "Smaller gains in output per man-hour, coupled with record increase in hourly compensation, resulted in 6.3% rise in unit labor costs in 1969."

Measuring how office workers work. Business week, no. 2150, November 14, 1970, pp. 54, 56, 60.
Some companies are successfully using factory techniques for measuring and increasing the productivity of office workers. Experiences of Aerospace Corp., Xerox, Aetna, etc. are noted.

Meyers, Jeremy D.
Supervisory assumptions and job motivation as factors in employee productivity. Ann Arbor, Mich., University Microfilms, 1971. 96 pp.
Research conducted with first line supervisors and their subordinates at a bank indicated that there was little or no relationship between supervisory assumptions (determined by the Supervisory Assumption Questionnaire) and subordinate performance or motivation. Motivation factors were seen as related to over-all job satisfaction but not to productivity.
Doctoral dissertation, Marquette University, 1970. Abstracted in Dissertation Abstracts International, vol. 32, no. 2, August 1971, pp. 793-A-794-A.

Migliore, R. Henry.
Improving worker productivity through communicating knowledge of work results. Management of personnel quarterly, vol. 9, no. 2, Summer 1970, pp. 26-32.
Reports experimental research studies to evaluate knowledge of results on performance. Concludes that in order to motivate the individual worker, the working environment should reinforce and help satisfy his needs. Management can use the mechanism of knowledge of results as a means through which the worker can receive reinforcement for productive, cooperative behavior.

Miljus, Robert C.
Effective leadership and the motivation of human resources. Personnel journal, vol. 49, no. 1, January 1970, pp. 36-40.
"While the modern manager cannot 'make' the employee perform in a desired manner, he can certainly influence subordinate performance by his managerial skills and the style of leadership he exercises." Steps to be taken by the effective manager in creating a meaningful work environment are presented in some detail.

Morse, John J.
Organizational characteristics and individual motivation. In Lorsch, Jay W. and Paul R. Lawrence, eds. Studies in organizational design. Homewood, Ill., Irwin-Dorsey, 1970. pp. 84-100.
Reports on author's doctoral thesis at Harvard Business School. "His basic finding is that when a functional unit has formal organizational practices and a climate which fit the requirements of its particular task, the unit will be effective and the members of the unit will be more motivated. ...The latter point ... suggests that designing and developing an organization to fit the demands of its environment may also provide important psychological rewards for the members of the organization."

Morse, John J. and Jay W. Lorsch.
Beyond Theory Y. Harvard business review, vol. 48, no. 3, May-June 1970, pp. 61-68.
Reports on research which explored how the fit between task and organizational characteristics is related to motivation. Suggests "that the appropriate pattern of organization is contingent on the nature of the work to be done and on the particular needs of the people involved."

Myers, M. Scott.
Conditions for manager motivation. In Harvard Business Review. New insights for executive achievement. Cambridge, Mass., 1966-68, pp. 11-24.
"This article isolates and describes three conditions under which managers and their subordinates are motivated." The conditions are: interpersonal competence, meaningful goals and management systems. These conditions and other conclusions resulted from a motivation survey of 1344 managers at Texas Instruments.

Nadeau, J. R.
The president's dilemma. Personnel administration, vol. 33, no. [5], September-October 1970, pp. 15-18, 61.
Productivity can be increased by introducing involvement into workers' jobs, by giving them responsibility, demanding creativity, providing challenge and an urgent sense of being needed. "Specifically, ...set objectives for them much like you set objectives for supervisors. You involve them in design work, in work flow ideas, in cost reductions, in cost allocating, timekeeping, equipment studies, elimination of bottlenecks in their own and other departments." Asserts that this involves restructuring concepts and attitudes of how to manage.

Nouri, Clement J. and James J. Fridl.
The relevance of motivational concepts to individual and corporate objectives. Personnel journal, vol. 49, no. 11, November 1970, pp. 900-906.
Reviews theories and approaches to motivation which aid management by satisfying employees' motivational needs, thus providing a framework for organizational viability and growth.

Pajer, Robert G.
The relationship of morale to productivity: what it means today. Public personnel review, vol. 31, no. 4, October 1970, pp. 273-278.
If morale is seen as a function of the whole work system--an approach the author supports with a review of the literature--then productivity can be positively correlated with morale.

Patchen, Martin.
Participation, achievement, and involvement on the job. Englewood Cliffs, N.J., Prentice-Hall, 1970. 285 pp.
Questions when a man merely puts in time to earn a living and what factors are required for real involvement on the job. Conducted at Tennessee Valley Authority, the study investigated differences in individuals and in job situations which affected motivation and identification.
Work for project supported by grants from the National Institutes of Health to the Survey Research Center, University of Michigan.

Performance Research, Inc.
The use of rewards in motivating marginal members of the work force, by Lyman W. Porter, Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1970. 29 pp. (AD-701-689)
"The paper deals with the use of four groups of rewards (financial, interpersonal, intrinsic to work and developmental) for motivating individuals who have failed to demonstrate consistent work attendance or to meet organizationally defined standards of adequate performance. The paper emphasizes the importance of considering the sources of rewards and their method of administration, and considers the effects of these factors on attendance and performance."

Pollock, Ted.
Yes, you can work under pressure. Supervision, vol. 33, no. 4, April 1971, pp. 3-5.
Discusses how a person can harness stress and turn work pressure into a source of motivation of productivity and work satisfaction.

Ponthieu, Louis D.
Administrative factors affecting the results obtained from error-free performance (zero defects) motivation programs in selected business organizations. Ann Arbor, Mich., University Microfilms, 1969. 354 pp.
Doctoral dissertation, University of Arkansas, 1969. Abstracted in Dissertation Abstracts International, vol. 30, no. 2, August 1969, pp. 468-A-469-A.

Possick, Charles G.
Value engineering of human resources. Swarthmore, Pa., Assignments in Management, Inc., 1969. 47 pp.
Broadly defined, value engineering of human resources refers to the management science of "inducing people to produce a higher rate of productivity." Major studies in the field of motivation are reviewed (i.e. Roethlisberger, Likert, Herzberg, Whyte, McClelland, McGregor, Maslow, Argyris, Gellerman) in support of the author's contention that well motivated employees produce more.

Prahalis, C. P.
Motivation: mobilizing the will to work. Manage, vol. 22, no. 9, August 1970, pp. 10-15.
Lists actions a manager should avoid and eight steps he should take to motivate his work force and create a climate in which employees can satisfy their needs while working toward the organization's goals.

Price, John.
Corporate Cornelius: what winds his motor? Business management, vol. 40, no. 3, June 1971, pp. 12-15, 38; vol. 40, no. 4, July 1971, pp. 30-33.
The problem of effective motivation, historically and in today's world, is considered. Part 1 recounts how five forms of motivation--pay, direction, discipline, underutilization and division--were used in the past. Part 2 demonstrates that these once "classic" factors have been replaced today by psychological motivators such as for growth, achievement, responsibility, recognition and liking for the work itself.

Price, W.N.
Motivation and hard times. Defense management journal, vol. 6, no. 4, February 1971, pp. 50-53.
The Director of the Manpower Planning Division of the Department of the Navy discusses theories of motivation and the effect of the reduction in force of defense personnel on the motivation and morale of both the separated and the remaining employees. Anti-demotivational measures are also considered.
Article inspired by discussions of FMIC Panel 10 of the Federal Management Improvement Conference held September 21-22, in Washington, D.C.

Repp, William.
Motivating the NOW generation. Personnel journal, vol. 50, no. 7, July 1971, pp. 540-543.
Word RIDDLE suggests six ways to motivate the NOW generation: respect them, involve them, delegate authority, design jobs as proving and not training grounds, learn from them, enjoy them.

Roche, William J. and Neil L. MacKinnon.
Motivating people with meaningful work. Harvard business review, vol. 48, no. 3, May-June 1970, pp. 97-110.
Offers practical insights into Texas Instruments Company's formula for inducing workers to participate in a continuing cycle of management activity designed to make their work increasingly meaningful. Suggests methods for obtaining the commitment of top management and that of supervisors to the program, the setting up of meetings with workers, the obtaining of their participation, etc.

Rose, Edward.
The motivational paradox. Manage, vol. 23, no. 5, March 1971, pp. 12-18.
Extracting optimum productivity from labor appears to be largely a motivational problem, one of convincing employees that "the goals of management and labor are not mutually exclusive; they are, in fact, mutually inclusive." Suggests that programs of fringe benefits, bonus pay, wage increases, promotions, granting of status symbols, company educational programs, employee participation plans, and profit-sharing plans are such motivators.

Sauer, John R.
Management-by-mission for activating people. The Office, vol. 73, no. 3, March 1971, pp. 58-59.
When a manager issues clear and simple instructions directed at the mission of the job, rather than at the techniques of accomplishing it, workers will be activated to perform their best. Four basic techniques are suggested.

Schneider, Benjamin and Loren K. Olson.
Effort as a correlate of organizational reward system and individual values. Personnel psychology, vol. 23, no. 3, Autumn 1970, pp. 313-326.
The hypothesis tested is that "personal intrinsic values will be positively related to effort, and effort will be greater, where the individual is rewarded for effort with extrinsic rewards he values." This particular report examines the relationship between pay satisfaction and effort using data from two earlier effort-reward studies on the staff and supervisory nurses in two hospitals. Results supported the hypothesis.

Schrieber, David E. and Stanley Sloan.
Incentives: are they relevant? obsolete? misunderstood? Personnel administration, vol. 33, no. 1, January-February 1970, pp. 52-57.
Explores the economic and psychological perspectives of incentives and suggests an approach to them which integrates financial and psychological motivation within a participative management system. Points out its advantages.

Schuster, Jay R.
A spectrum of pay for performance; how to motivate employees. Management of personnel quarterly, vol. 8, no. 3, Fall 1969, pp. 35-38.
Pay is a motivator for some but not for others. For those who respond to pay as a motivator, the organization must be in a position to offer reward commensurate with performance. To those who do view pay as a motivator care should be taken that it does not become a "demotivator", and an effort made to find out what factors do encourage superior performance.

Scott, Ron.
Dedication: by companies, not employees. Administrative management, vol. 31, no. 8, August 1970, pp. 56.
The thesis is that in these days when most companies meet employees' basic material needs through good salaries and fringe benefits, there are no dedicated men in the sense of devotion to a company. To-day one finds dynamic growth in those companies where policies and practices are devoted to the growth of managers and personnel, where the truly dedicated man is absorbed in his own personal development and his company's along with it.

Seberhagen, Lance W.
What motivates civil service employees? Public personnel review, vol. 31, no. 1, January 1970, pp. 48-50.
A look at factors affecting job satisfaction and motivation in a city government employing 2,500 non-uniformed civil servants, using as a basis Herzberg's two-factor theory of motivation. Results showed that the employees found their greatest satisfaction in the work itself. Based on authors Master's thesis.

Sharlip, Alfred S.
Applying job motivation where it is most needed. Training and development journal, vol. 23, no. 11, November 1969, pp. 48-49.
Comments on the need for motivating performance in unglamorous jobs.

Sikula, Andrew F.
Value and value systems: relationship to personal goals. Personnel journal, vol. 50, no. 4, April 1971, pp. 310-312.
"Do personal job goals determine individual behavior? Here is a new approach to the analysis of personal goals. It includes a method of scoring personal goals in terms of relationship to value rankings on the Rokeach Value Survey."

Silber, Mark B.
Achieving employee identification with their work life through... motivation release from within. Defense management journal, vol. 7, no. 1, Spring 1971, pp. 9-14.
Explicates the nature of motivation and the psychological factors affecting employee job performance. Shows managers ways to release the inner forces of higher-level employees.

Smith, Clagett G.
Age of R and D groups: a reconsideration. Human relations, vol. 23, no. 2, April 1970, pp. 81-96.
An investigation and interpretation of the relationship between group age and group performance in terms of conditions of wisdom, conditions of novelty, and the type and level of cooperation.

Smith, Howard P.
Keys to employee motivation. Supervisory management, vol. 16, no. 2, February 1971, pp. 40-41.
Suggestions for providing the job conditions which will stir the employee's desire to achieve.

Sorcher, Melvin.
Motivation, participation and myth. Personnel administration, vol. 34, no. 5, September-October 1971, pp. 20-24.
A procedure outline for the manager who aims to motivate employees through participative management.

Steinmetz, Lawrence L.
Managing the marginal and unsatisfactory performer. Reading, Mass., Addison-Wesley, 1969. 213 pp.
Discusses causes underlying poor performance: managerial, organizational, personal or outside. Suggests methods for appraising performance, determining which employees are salvageable, and provides techniques for motivating the marginal performer.

Steinmetz, Lawrence L. and Charles D. Greenidge.
Realities that shape managerial style. Business horizons, vol. 13, no. 5, October 1970, pp. 23-32.
Participative management may be appropriate at the top levels of the organization but is not necessarily so at the middle and lower levels. Article suggests that executives should not mistakenly ascribe their own motivational attitudes to their subordinates whose personalities and attitudes may be more suited to other leadership styles.

Stettner, Nora.
Productivity bargaining and industrial change. New York, Pergamon Press, 1969. 185 pp.
Productivity bargaining may be defined as "the acceptance of changes in work practices in return for improvements in wages, hours, working conditions or status." This book explores productivity bargaining in Britain, especially its significance to employers, workers and the government.

Svenson, Arthur L.
Moratorium on motivation. S.A.M. advanced management journal, vol. 36, no. 2, April 1971, pp. 26-31.
Suggests that management declare a moratorium on motivation and get on with programs which have their own motivation built-in. Describes seven frontal attacks to develop motivation as a integral part of management.

Swanson, Lloyd A. and Darrel Corbin.
Employee motivation programs: a change in philosophy? Personnel journal, vol. 48, no. 11, November 1969, pp. 895-898.
Reviews the thinking on the Zero Defects approach to motivation and performance and contrasts it with a new approach which is less "hard-sell," requires no proofs of success and which relies more on the role of the supervisor.

Talley, Richard W.
Dissonance and expectations on a shop floor. Human relations, vol. 23, no. 4, August 1970, pp. 361-369.
Describes an experiment in group dynamics carried out at the Delton Company in Connecticut. It presents evidence that dissonance can be a motivating factor.

Tausky, Curt.
Meanings of work among blue collar men. Pacific sociological review, vol. 12, no. 1, Spring 1969, pp. 49-55. S/C
"By using a set of predetermined categories of meanings of work, we attempted to assess how a national sample of blue collar workers is distributed among these categories." A relatively small proportion was found to be concerned about occupational prestige and only a small proportion normatively uncommitted to work. Most of the men valued an acceptable job with high income--i.e., emphasized the consumer role.

Tomb, John O. and S. R. Wilson.
Building initiative into the manager's job. Management review, vol. 58, no. 6, June 1969, pp. 40-47.
The problem of diminished initiative and ingenuity below the top-management level in a large organization may be countered by a program of integrated planning and control (IPC). Explains the approach and results that can be anticipated, including improved managerial teamwork, and stronger interfunctional ties. Condensed from Financial Executive, March 1969.

Trexler, Jerome T. and Allen J. Schuh.
Personality dynamics in a military training command and its relationship to Maslow's motivation hierarchy. Journal of vocational behavior, vol. 1, no. 3, July 1971, pp. 245-253.
A questionnaire was designed to measure the effects of deprivation, based on the five need levels postulated by Maslow (1954)--physiological, security, social, esteem, self-actualization--of 103 military males.

U.S. Bureau of Labor Statistics.
Improving productivity; labor and management approaches. Washington, U.S. Govt. Print. Off., 1971. 35 pp. (Bulletin no. 1715)
"This bulletin presents examples of formal efforts by labor and management to improve productivity. The focus is on plant level practices that are within the control of management or unions, leaving broad economic, technological, institutional, and other factors that affect productivity change for examination in other studies."
Contents: Retraining programs; Work rules settlements; Methods of adjusting to technological change; Manpower planning; Plantwide productivity incentive plans; Formal union-management cooperative programs; Job redesign; Absenteeism and hours of work; Selected bibliography.

U. S. Bureau of Labor Statistics.
Indexes of output per manhour; selected industries, 1939 and 1947-69. Washington, 1970. 112 pp. (Bulletin no. 1680)

U. S. Bureau of Labor Statistics.
The meaning and measurement of productivity. Prepared for the National Commission on Productivity. Washington, U. S. Govt. Print. Off., 1971. 15 pp.

U. S. Bureau of Labor Statistics.
Productivity analysis in manufacturing plants, by Benjamin P. Klotz. Washington, U. S. Govt. Print. Off., 1970. 97 pp. (BLS staff paper 3)
Reports on a research study which measured alternative means for estimating common types of industrial production functions in 1729 plants of 23 industries.

U.S. National Aeronautics and Space Administration.
Motivation; a selective bibliography, by Kennedy Space Center Library. Springfield, Va., Clearinghouse for Federal Scientific and Technical Information, 1970. 53, 7 pp. (N70-20855)
Includes books in the Library regardless of publication date plus periodical articles published after 1960.

U. S. National Commission on Productivity.
Productivity and the national interest. Washington, 1971. 13 pp.
A policy statement issued by George P. Shultz as Chairman of this Presidential Commission, which was created "to recommend ways to further productivity improvement." Identifies six "target opportunities," which include improved productivity of government personnel resources.

Urwick, Lyndall F.
Theory Z. S.A.M. advanced management journal, vol. 35, no. 1, January 1970, pp. 14-21.
After examining McGregor's theories X and Y, Urwick finds human behavior in economic undertakings best expressed by his own Theory Z and provides an explanation of it.

Vonder Haar, T. A.
Motivation through need fulfillment. Supervisory management, vol. 16, no. 10, October 1971, pp. 10-14.
Starts with the premise of a correlation between morale and level of performance and points out three factors which complicate the process of adjusting organizational objectives to individual needs. Discusses motivation and Abraham Maslow's hierarchy of needs.

Walsh, Thomas M.
Maslow's theory of motivation: a method for testing the constructs. Ann Arbor, Mich., University Microfilms, 1969. 123 pp.
"The purpose of the study was to gain experimental evidence regarding the utility of Maslow's theory of motivation and the three major constructs upon which it is based. ...The importance of the study was twofold, first, to test the utility of Maslow's theory and second, to produce a preliminary instrument for assessing need levels."
Doctoral dissertation, University of Oregon, 1968. Abstracted in Dissertation Abstracts, vol. 29, no. 10, April 1969, p. 3476-A.

Wedgwood, Hensleigh.
Meatballs and motivation. Supervisory management, vol. 15, no. 5, May 1970, pp. 2-7.
To motivate his employees, a manager must create a climate which encourages them to achieve organizational goals while simultaneously achieving their personal goals. Author calls on the writings of Abraham Maslow, Frederick Herzberg and Charles Hughes in suggesting ways in which the manager can create such a climate.

Weitzel, William, Thomas A. Mahoney and Norman F. Crandall.
A supervisory view of unit effectiveness. California management review, vol. 13, no. 4, Summer 1971, pp. 37-42.
Research compared models depicting the behavior thought to lead to work unit effectiveness as seen by first line supervisors and higher level managers. Though the priorities of first line supervisors were more like those of higher managers than of employees, they assigned less value to human relations variables than did their superiors.

Wilkinson, Robert.
Some factors influencing the effect of environmental stressors upon performance. Psychological bulletin, vol. 72, no. 4, October 1969, pp. 260-272.
Identifies six factors of major importance which influence the effect of environmental stress on performance: duration of the task; familiarity with the stress and the task; incentive of the operator; the kind of work; the aspect of performance considered most important, the combination of stresses. Research on the significance of these factors has come primarily from the four stresses of heat, loss of sleep, noise and alcohol but there is a need for research in other areas.

Williams, Roger and David Guest.
Are the middle classes becoming work-shy? New society, July 1971, pp. 9-11 S?C
Discusses factors prevalent in English society that contribute to a nonwork attitude among the middle-class (who traditionally engage in the service-oriented type activities.) Desire for psychic wages are implied.

Young, Samuel L.
A program for making clerical time count. Management review, vol. 60, no. 10, October 1971, pp. 10-20.
The task of objective work measurement and the Operations Achievement Program used at Sundstrand Corporation are discussed. OAP is designed "to improve office supervisory and management productivity by integrating the planning, control and utilization of office labor. Its basic purpose is to evaluate operating methods objectively and to balance the workforce with the workload under varying conditions." Methods discussed include work sampling and random sampling.

Zimbardo, Philip and Ebbe B. Ebbesen.
Influencing attitudes and changing behavior; a basic introduction to relevant methodology, theory, and applications. Reading, Mass., Addison-Wesley, 1969. 148 pp.
Aims to arm the executive with a critical appreciation of experimental methodology and theory and a knowledge of where to look for answers to the problems he encounters in changing people's attitudes.

For references on Job Design, see Personnel Bibliography no. 39 (1971)

Alderfer, Clayton P.
Job enlargement and the organizational context. Personnel psychology, vol. 22, no. 4, Winter 1969, pp. 418-426.
Reports findings from a job enlargement project carried out in a manufacturing organization over a period of three years. Reviews literature on the impact of job enlargement on employee attitudes, describes this particular project, reporting findings and analyzing the impact of the total organizational context on the project. Illustrates that reactions to job enlargement can be negative when they create unrealistic expectations of benefits to be gained.

Anderson, John W.
The impact of technology on job enrichment. Personnel, vol. 47, no. 5, September-October 1970, pp. 29-37.
Suggests important components of a job that is enriched. Reports on a study of job enrichment in 10 companies of four basic industrial types: service, heavy assembly, electronics, and processing technology. In each instance points out obstacles to job redesign and enrichment strategy employed. Concludes with some unanswered questions.

Bishop, Ronald C. and James W. Hill.
Effects of job enlargement and job change on contiguous but nonmanipulated jobs as a function of workers' status. Journal of applied psychology, vol. 55, no. 3, June 1971, pp. 175-181.
Research conducted in a sheltered workshop for rehabilitation of mentally and physically handicapped resulted in findings that job enlargement was of no greater influence than was job change without enlargement so far as workers' job satisfactions and tensions were concerned. It is suggested that the effect of job enlargement on organizational performance involves a more complex combination of factors than has previously been examined.
See also Bishop's dissertation, Organizational Effects of Job Enlargement as Mediated by Status Differences (Southern Illinois University, 1969). Abstracted in Dissertation Abstracts International, vol. 30, no. 7, January 1970, pp. 3420-B-3421-B.

Dettelback, William W. and Philip Kraft.
Organization change through job enrichment. Training and development journal, vol. 25, no. 8, August 1971, pp. 2-6.
Reports on the success of a job enrichment program at Bankers Trust. The "green-lighting" approach, using the supervisory and lower management team as the primary resource for job analysis, was helpful in combating employee motivational problems.

Holloway, Harry.
Job enrichment and the Bell System. Personnel administrator, vol. 16, no. 4, July-August 1971, pp. 28-30.
The Bell System has a comprehensive program designed to fully utilize and satisfy the employees and increase productivity. It is their approach to Organizational Development (OD) and includes job enrichment, management development, early identification of talent and better communication.

Janson, Robert.
Job enrichment: challenge of the 70's. Training and development journal, vol. 24, no. 6, June 1970, pp. 7-9.
Reemphasizes the importance of factors which tend to motivate, such as the opportunity for responsibility and achievement, and points out the values of job enrichment.

Kay, Emanuel.
Work needn't turn people off. Innovation, no. 24, September 1971, pp. 24-31.
Overdescribed rigid jobs, which leave no room for people to grow, result in mediocre employees (often middle-aged) who use their creativity in outside activities. Solutions suggested include more interdisciplinary and interfunctional work and flexible job boundaries and descriptions rather than rigid ones.

Lawler, Edward E., III.
Job design and employee motivation. Personnel psychology, vol. 22, no. 4, Winter 1969, pp. 426-435.
Focuses on reasons that changes in job design effect employee motivation and performance. Considers the effect of enlarging the job vertically and horizontally, discussing the research evidence.

Little, Alan and Peter Warr.
Who's afraid of job enrichment? Personnel management (Gt. Brit.), vol. 3, no. 2, February 1971, pp. 34-37.
Sketches the background of job enrichment and evidence in its favor. Maintains that while more research is needed to uncover factors affecting its success, job, people and organizational variables, appear to influence it.

Magnuson, W.E.
Promoting past the dead spots. Manage, vol. 23, no. 6, April 1971, pp. 59-61.
Differentiates between supervisors who make qualitative vs. quantitative demands on their subordinates. Making qualitative demands involving the addition of responsibilities which require more judgment, initiative, or creativity can often serve to upgrade under-producing employees who otherwise would be discharged.

Maher, John R.
Stimulus variability as a factor in performance and job satisfaction. Ann Arbor, Mich., University Microfilms, 1968. 223 pp.
Literature dealing with job enlargement was reviewed and stimulus variability was determined to be the critical variable between job enlargement, performance and satisfaction. Hypotheses derived from this were tested and reported.
Doctoral dissertation, Columbia University, 1968. Abstracted in Dissertation Abstracts International, vol. 30, no. 2, August 1969, pp. 810-A-811-A.

Myers, M. Scott.
Every employee a manager; more meaningful work through job enrichment. New York, McGraw-Hill, 1970. 233 pp.
The many examples and techniques of job enrichment presented illustrate and explain this method which seeks to develop employees to behave like managers in managing their jobs. Theories of human effectiveness offer background information. The changing role of management and the role of the personnel function are discussed.

Myers, M. Scott.
Overcoming union opposition to job enrichment. Harvard business review, vol. 49, no. 3, May-June 1971, pp. 37-49.
A description of four companies' methods for making job enrichment and other components of organizational development workable among unionized working forces. Methods discussed include confrontation by means of sensitivity training, use of management training seminars, reorientation by an application of behavioral science principles, and negotiated collaboration.

Job Enlargement as a Motivating Device (Cont'd)

Penzer, W.N.
Managing motivated employees. Personnel journal, vol. 50, no. 5, May 1971, pp. 367-371.
Successful application of job development demands a major restructuring of the management systems of an organization. Job development is therefore examined as a means for helping organizations adapt to the future.

Rush, Harold M.F.
Motivation through job design. Conference Board record, vol. 7, no. 1, January 1971, pp. 52-56.
Examines the current job design movement which, in contrast to the trend toward fractionalization, seeks to make more satisfied and productive employees by enriching job content, enlarging job scope and giving the employee more control over his own work. Discusses major job design approaches: job rotation, job enlargement, job enrichment and work simplification. Explains the experimental organizational work unit, the autonomous work group in which a combination of these methods has been effected.

Schoderbek, Peter P. and William E. Reif.
Job enlargement; key to improved performance. Ann Arbor, University of Michigan, Graduate School of Business Administration, Bureau of Industrial Relations, 1969. 113 pp.
Partial contents: The purposes of job enlargement; Some prominent company experiences with job enlargement; Current trends in job enlargement; The use of job enlargement in industry; Resistance to change.

Shepard, Jon M.
Functional specialization, alienation, and job satisfaction. Industrial and labor relations review, vol. 23, no. 2, January 1970, pp. 207-219.
"In this article, an attempt is made to take some criticisms of the job enlargement thesis into account, and in so doing, to present empirical evidence supporting the unsalutary impact of functional specialization on job satisfaction. The level of job satisfaction is shown to be higher among workers holding 'larger' jobs."

Tausky, Curt, H. Roy Kaplan and Bhopinder S. Bolaria.
Job enrichment. Personnel journal, vol. 48, no. 10, October 1969, pp. 791-798.
"Research points to the conclusion that all workers are neither motivated by the same factors nor for the same reasons. This article suggests that the utility of job enrichment programs predicated on the development of increasing intrinsic job elements and down-grading attention to extrinsic factors, is questionable, at best."

Walsh, William.
Enrichment in the office. Personnel management (Gt. Brit.), vol. 1, no. 6, October 1969, pp. 42-44.
Enumerates ways of enriching a job, illustrates the use of job enlargement in the offices of an electrical company and points out benefits from its application.

Young, Drew M.
Designing the job to motivate the worker. The Office, vol. 71, no. 1, January 1970, pp. 76-77, 146, 148.
Relates personnel services and manpower utilization functions to Herzberg's motivation-hygiene theory. Supports the job enrichment concept of structuring or restructuring jobs to include motivational elements.

FOSTERING CREATIVITY AND INNOVATIVE BEHAVIOR

Bishop, Terry.
Making the most of creativity. Personnel management (Gt. Brit.), vol. 2, no. 11, December 1970, pp. 36-40.
Discusses factors in the educational system which tend to develop or stifle the creative individual. Next looks at some of the factors influencing creativity in engineering design and their implications for the creative engineer. Concludes with a plea that industry recognize the importance of the creative designer and understand how to encourage and preserve that creativity.

Blakey, James T.
Developing ideas that work. Supervisory management, vol. 16, no. 2, February 1971, pp. 30-32.
Author feels that all humans have the potential to create and that through a better understanding of how ideas are conceived, developed, and usefully applied, creativity can be encouraged.
Condensed from USAF Instructors Journal, Summer 1970.

Bouchard, Thomas J., Jr. and Melana Hare.
Size, performance, and potential in brainstorming groups. Journal of applied psychology, vol. 54, no. 1, pt. 1, February 1970, pp. 51-55.
Conclusion reached in this study was that "group brainstorming, over a wide range of sizes, inhibits rather than facilitates creative-thinking, and pooled individual effort is a far more productive procedure than group effort."

de Bono, Edward.
Creativity and the role of lateral thinking. Personnel, vol. 48, no. 3, May-June 1971, pp. 8-18.
Identifies four prime uses of creativity, points out two objections to the word and substitutes for it the term "lateral thinking." Enumerates circumstances in which "lateral thinking" is more appropriate than traditional thinking, and reminds us that mere data collection serves little purpose. One must glean ideas from the data to see it as information on which to base decisive action.

Dellas, Marie and Eugene L. Gaier.
Identification of creativity: the individual. Psychological bulletin, vol. 73, no. 1, January 1970, pp. 55-73.
"The present paper reviews creativity research within the cognitive and personological investigative orientations on five parameters of creativity as they affect the individual: (a) intellectual factors and cognitive styles associated with creativity, (b) creativity as related/unrelated to intelligence, (c) personality aspects of creativity, (d) the potential creative, and (e) motivational characteristics associated with creativity."
List of references included.

Donaldson, William V.
Tapping municipal employees' creative talents. Civil service journal, vol. 11, no. 3, January-March 1971, pp. 16-17.
The city government in Scottsdale, Arizona, has been revitalized by giving the employees an opportunity to participate in the city's problem solving and also to enlarge and improve their own skills. Many had good ideas about departments other than their own and many wanted to work in new areas.

Fostering Creativity and Innovative Behavior (Cont'd)

Dove, Grant A.
Objectives, strategies, and tactics in a system. Conference Board record, vol. 7, no. 8, August 1970, pp. 52-56.
Emphasizes the importance of stated goals, strategies and tactics at all levels in an organization in order to encourage an environment that fosters the generation of ideas. Author describes such a system of organization (OST) at Texas Instruments, Inc. Paper from the National Industrial Conference Board discussion of systems in managing change.

Dykeman, Francis C.
Creative thinking in business. Price Waterhouse review, vol. 14, no. 4, Winter 1969, pp. 34-41.
Brief examples of creative thinking in the business world followed by a more generalized look at the process. It is suggested that the essential ingredients are "enthusiasm and confidence that problems can be solved, the ability to concentrate, the capacity to wonder and daydream a bit, and endless curiosity."

Ferguson, John.
When the problem won't go away ... try brainstorming. Personnel, vol. 15, no. 10, October 1970, pp. 36-38.
Provides a brief set of ground rules and five idea-stimulating techniques for leaders conducting brainstorming sessions.
Condensed from Modern Purchasing, vol. 12, no. 4, 1970.

Goldberg, Minerva J.
Films on creativity--do they exist? Journal of creative behavior, vol. 4, no. 3, Summer 1970, pp. 190-209.
Bibliography of films related to teaching creativity shown at the Sixteenth Annual Creative Problem-Solving Institute held at the State University College at Buffalo, New York, June 1970. Compiler feels that most films on creativity lack the essential element, i.e., creativity.

Hay, Raymond A.
Managing innovation. Manage, vol. 22, no. 6, April 1970, pp. 17-24.
Believes the management of change will be the crucial challenge in the years ahead and suggests encouraging and rewarding innovators, and organizing and managing to improve innovative approaches to social problems.

Jaques, Elliott.
Work, creativity, and social justice. New York, International Universities Press, Inc., 1970. 262 pp.
Brings together papers which "deal with such apparently diverse matters as artistic creativity, industrial work, economics, psycho-analysis, law, groups, management, measurement and science." These topics are interrelated since "all work is creative and all creativity is work" and social justice creates the proper environment for both.

Laserson, Nina.
The office is an environmental disaster area; thinking ahead with Robert Propst. Innovation, no. 21, May 1971, pp. 20-29.
Discusses various studies, including that of Propst (Herman Miller Research Corporation, Ann Arbor), which point to office environment as a contributing factor to employees' creativity and job performance.

Miller, Ben.
Managing innovation for growth and profit. Homewood, Ill, Dow Jones-Irwin, Inc., 1970. 274 pp.
Stresses the need for the executive to deal with the forces of change through innovation. "In effect, the manager needs to develop his capacity to manage the future just as effectively as he manages the present."
Partial contents: Conflicting pressures on innovation--implication for managers; Developing and implementing company innovations; Human problems of innovating.

Myers, Donald W.
Developing a philosophy towards employee creativity. Suggestion systems quarterly, vol 26, Summer 1970, pp. 22-24.
Gives two reasons for the personnel officer favoring the suggestion system: (1) it provides him a chance to work with employee creativity and (2) a fresh look at problems of modern society is in order Elaborates on the philosophy toward man and his creative abilities that the administrator should develop to guide an effective suggestion system.

Parnes, Sidney J.
Creativity: developing human potential. Journal of creative behavior, vol. 5, no. 1, First Quarter 1971, pp. 19-36.
"...the challenge of combining individuality with cooperation requires that in cultivating a person's full creative potential, we must be concerned with imagination developed, then disciplined." Discusses qualities characterizing the creative person and methods for their enhancement.

Patrick, John F.
Organization climate and the creative individual. Public personnel review, vol. 31, no. 1, January 1970, pp. 31-35.
"Goals are suggested for management that would like to actively encourage creativity in its staff."

Prince, George M.
The practice of creativity; a manual for dynamic group problem solving. New York, Harper & Row, 1970. 197 pp.
The theory is that built-in drawbacks to traditional meetings can be reduced or eliminated by the leader. The volume is concerned with helping the leader to bring out the best in group members and with assisting individuals to increase their ability to contribute.

Raudsepp, Eugene.
Managing the innovators. Manage, vol. 23, no. 5, March 1971, pp. 46-53.
Among attributes of the ideal manager of creative personnel are a respect for individual differences, an understanding of the creative process, and abilities to communicate, to give credit, to assign responsibility, take risks, give recognition, and to insist on a flexible organization.

Roslansky, John D., ed.
Creativity; a discussion at the Nobel Conference, organized by Gustavus Adolphus College, St. Peter, Minnesota, 1970. New York, Fleet Academic Editions, Inc., 1970. 90 pp.
Contents: The creative process, by Jacob Bronowski; Creativity: a multi-faceted phenomenon, by Donald Mackinnon; Creativity in science, by Willard F. Libby; The creative university, by William Arrowsmith; Creativity to me, by Gordon Parks.

Sharbaugh, H. Robert.
"Unleash" the people. Vital speeches, vol. 37, no. 13, April 15, 1971, pp. 413-416.
In this address before the American Institute of Chemical Engineers, the President of Sun Oil Company contends that the key to achieving productive growth lies in developing and utilizing the creativity of employees. He suggests four critical factors in achieving organizational enrichment and job enlargement--proper climate, meaningful jobs, suitable facilities and management in terms of goal. He also calls for an organization that encourages experimentation and risk taking and assumes a broader responsibility for solutions to national economic and social problems.

Stelzner, Raymond R.
Factors affecting the motivation of creativity in industry. Ann Arbor, Mich., University Microfilms, 1969. 225 pp.
"...The dissertation examined the prognosis for the creative management of 'tommorrow's' industrial organizations. It focused specifically on the possibility of instilling progressive motivation, eliminating 'other-directedness,' and establishing a climate of creative leadership."
Doctoral dissertation, United States International University, 1969.
Abstracted in Dissertation Abstracts International, vol. 30, no. 6, December 1969, p. 2941-B.

Tobias, Sigmund.
Effect of creativity, response mode, and subject matter familiarity on achievement from programmed instruction. Journal of educational psychology, vol. 60, no. 6, December 1969, pp. 453-460.
"An experiment was conducted using two levels of creativity (determined by the Remote Associates Test scores), two response modes (constructed response and reading), and three repeated measures of achievement for material of varying technicality. ... Results for a total of 100 Ss indicated that, contrary to expectation, creative Ss learned more under all conditions and, as expected, that the constructed-response group achieved more on technical, but not on familiar, subject matter."

Yaney, Joseph P.
The management of innovation. Personnel journal, vol. 29, no. 3, March 1970, pp. 224-225.
The study aimed to determine the characteristics of successful innovators. It also revealed that management itself may impede progress, that supervisory knowledge of technology is not of prime importance -- project management or result oriented system may be better than a control type.

Are employee suggestion programs feast or famine fringe benefits? Suggestion systems quarterly, vol. 26, Spring 1970, pp. 10-13.
Raises the issue of whether or not it is appropriate to curtail suggestion programs in times of economic slowdown, treating them as an expendable "fringe." The National Association of Suggestion Systems opposes this view and offers statements of others who feel that suggestion programs should be maintained at a high level of activity at all times.

Barrett, F.D.
Space age management of people. Canadian personnel and industrial relations journal, vol. 17, no. 5, November 1970, pp. 19-23.
Article based on an address given at the International Conference of the National Association of Suggestion Systems. Dr. Barrett, head of Management Concepts Limited, comments on the involvement and participation concepts of the new morality. He advocates re-assessment of the suggestion system to keep pace with accelerating change, pointing out some innovations.

Beiswinger, G. L.
Wake up your suggestion plan. Manage, vol. 22, no. 4, February 1970, pp. 33-37.
Suggestions should be promptly acknowledged and speedily processed. Author offers tips found helpful in keeping suggestion plans alive. Among these are publicity for winners, active promotion of the plan through contests, etc., and use of suggestion committees with rotating memberships.

Blackburn, Philip A.
The suggestion system in a changing economy. Suggestion systems quarterly, vol. 27, Spring 1971, pp. 16-19.
Cites the seventies as a time when the suggestion system can make a major contribution to the success of an enterprise. Explains the reasons behind this thought.

Brengel, Dick.
The awards story. Civil service journal, vol. 12, no. 1, July-September 1971, p. 29.
List and photographs of those receiving the 1971 President's Award for Distinguished Federal Civilian Service.

Callaway, Cecil M.
The NASS statistical report: its meaning, trends, and use. Suggestion systems quarterly, vol. 26, Summer 1970, pp. 20-22.

The changing spirit of business gifts and incentives. Business management, vol. 38, no. 4, July 1970, pp. 29-30, 39.
Ten ways to improve incentives are given and selected company practices reported. Also includes suggestions on choosing employee gifts.

Dexter, John.
Get everybody into the act. Manage, vol. 22, no. 10, September 1970, pp. 33-38.
Subordinates' ideas for job improvement and cost control can be solicited by encouraging expression of ideas to management, by allowing subordinates to plan details of a project once management sets objectives, and by listening carefully to suggestions.

Egbert, Wally.
The proof is in the pudding. Suggestion systems quarterly, vol. 27, Spring 1971, pp. 24-25.
A re-statement in outline form of the value of suggestion programs.

Foos, Charles.
Ideas move us forward. Suggestion systems quarterly, vol. 27, Spring 1971, pp. 7-8.
Relates the human side of enterprise to an effective suggestion program which Foos links to attitude, motivation, opportunity to be heard, as well as to stability, individuality and recognition.

Green, John.
Effective suggestion system. Suggestion systems quarterly, vol. 26, Spring 1970, pp. 18-19.
Paper raises the question of cash vs. merchandise awards in suggestion programs. Green suggests that current thinking about motivation calls for reevaluating past dependence on cash.

Green, John.
How do you keep score? Suggestion systems quarterly, vol 26, Summer 1970 pp. 4-6.
Lists records of a suggestion system program which must be maintained, those that should be kept, and those that are nice to have. Suggests seven forms or files necessary for acceptable accurate records.

Hampton, David R.
Contests have side effects too. California management review, vol. 12, no. 4, Summer 1970, pp. 86-94.
Does a contest do more for a company than it does to it? Results of research on side effects of eight contests in eight companies are reported. Behavioral side effects fell into three classes: neglect, conflict and dishonesty. The three sources of these side effects were defective design, defective implementation, and employee values. The potential for harm in contests suggests that they deserve more serious consideration as policy acts than they have received.

Hart, Robert N.
Make it easy on yourself. Suggestions systems quarterly, vol. 27, Winter 1971, pp. 4-6, 22.
Advises that all policies of a suggestion system be given thorough consideration when a program is established. Provides a checklist covering consideration of eligibility, originality--proposal "under consideration," steps when a suggestion is put into effect long after it was made and rejected, suggestions in regard to new equipment, processes or procedures.

Hart, Robert N.
Saving time means money. Suggestion systems quarterly, vol. 27, Spring 1971, pp. 10-12, 28.
Considers the validity of time saving resulting from the application of suggestions. States that although there are instances when savings of time are worth little or nothing, in general the saved time can be put to use, and it is the responsibility of management and supervision to see that the employee's time is beneficially employed. Hart also counters the contention of some employees and supervisors that a suggestion to eliminate jobs or reduce the amount of work is reprehensible.

Hobby, Jack L.
Are you really selling your suggestion systems? Suggestion systems quarterly, vol. 26, Spring 1970, pp. 23-25.
Provocative gimmicks which constantly advertise the suggestion program can help make it a success.

Hoeckle, Guenther.
Suggestion systems in socialist countries--what is the real difference? Suggestion systems quarterly, vol. 27, Spring 1971, pp. 9, 27.
Explains the suggestion system in the USSR and its administration.

Hollar, John.
A fast new horizon for the 70's. Suggestion systems quarterly, vol. 26, Spring 1970, pp. 16-17.
A technique known as Functional Analytical Systems Technique (FAST) is being "widely acclaimed as the single most effective tool in management planning and cost analysis." Hollar proposes ways FAST can be successfully applied to a suggestion systems program.

Industry and government view the suggestion plan. Suggestion systems quarterly, vol. 5, no. 4, Winter 1969, pp. 10-14.
Report no. 1, Industry, by Wallace E. Wilson, Vice President, General Motors Corporation; Report no. 2, Government, by David O. Maxwell, Secretary of Administration and Budget Section, Commonwealth of Pennsylvania. Both observations provide insight into the characteristics of a good suggestion program.

Lawler, Edward E., III.
How much money do executives want? In Bennis, Warren G., ed. American bureaucracy. Chicago, Aldine, 1970, pp. 65-83.
Author feels "pay" is a unique incentive--unique because it is able to satisfy both the lower order physiological and security needs, and also higher needs such as esteem and recognition." Consideration is given to conditions under which pay is an effective incentive.

Levy, Robert.
The boom in bright ideas; more companies are cashing in on employee suggestions. Dun's, vol. 97, no. 5, May 1971, pp. 67-68, 70.
While not all companies favor suggestion systems, those that do are paying more for more good ideas than ever before. Examples of industry programs are given.

Life Insurance Agency Management Association.
Recognition and awards for agent performance. Hartford, Conn., 1971. 11 pp. (Research report 1971-7-File 640)
A survey of 135 life insurance companies provided data on their bonus payments and other rewards based on performance--both short- and long-term. Slightly more than three quarters of the companies were found to pay some kind of monetary bonus for superior performance.

Macarov, David.
Incentives to work. San Francisco, Jossey-Bass Inc., 1970. 253 pp. (Jossey-Bass behavioral science series)
An examination of the evidence concerning the effect of unearned income on incentives to work within the framework of a guaranteed minimum income. Selected chapters: Occupations of the poor; Motivation to work; Disability payments, Unemployment insurance, Work disincentives.

Myers, Donald W.
A quantitative analysis of employee creativity. Personnel journal, vol. 48, no. 11, November 1969, pp. 873-877.
Proposes that a carefully managed suggestion system is an important part of promoting employee creativity and thus improving performance. Offers ten steps to a superior suggestion system. Study is based on a survey of the Atlanta Post Office.

NCR--75 years with a plan. Suggestion systems quarterly vol. 26, Spring 1970, pp. 4-7.
A short history of the suggestion system program of the National Cash Register Company.

National Association of Suggestion Systems.
Statistical reports for the years 1969-71. Chicago, 1970-72. 3 v.

Oganovic, Nicholas J.
Management by objectives ... and beyond. Civil service journal, vol. 10, no. 2, October-December 1969, pp. 1-2.
"In summary, Federal managers have the fundamental responsibility of creating and maintaining an environment in which all employees are motivated to work toward meeting organizational goals."
Recommends the use of the Incentive Awards Program to support management objectives.

Pizam, Abraham.
Some socio-psychological correlates of innovation within industrial suggestion systems. Ann Arbor, Mich., University Microfilms, 1971. 113 pp.
"The main postulate of this study is that industrial innovation as manifested in a suggestion system is a product of some personal characteristics that an individual possesses, which are constrained by some structural characteristics of the organization."
Doctoral dissertation, Cornell University, 1971. Abstracted in Dissertation Abstracts International, vol. 32, no. 1, July 1971; pp. 606-B-607-B.

Planning an awards program. Suggestion systems quarterly, vol. 26, Spring 1970, pp. 8-9, 20.
First in a series of articles on the "Planning, Procedural and Execution Phases of an Awards Program." Points out the benefits of a plan, how to develop it, sample objectives and reporting on the plan to management.

Rating suggestions by value analysis. Management review, vol. 60, no. 6, June 1971, pp. 31-32.
Based on value engineering, the author lists four steps for developing ideas into innovative suggestions.
Condensed from The Pontiac Tempo, January/February 1971.

Sandell, Roland M.
How much is an idea worth? Administrative management, vol. 31, no. 1, October 1970, p. 36.
Points out the importance of the manner in which an administrative manager handles employee suggestions. Suggests eight ways to stimulate ideas.

Scharf, Susan.
Printers speak out through suggestion system. Suggestion systems quarterly, vol. 27, Spring 1971, pp. 14-15.
Description of the suggestion-complaint communication programs at two West Coast printing plants of J.W. Clement Company.
Reprinted from Printing Production Magazine (newspaper industry edition), April 1970.

Schmitt, John W.
The union and the suggestion system. NASS journal, vol. 27, Summer 1971, pp. 12-15.
Points out that an effective suggestion system and an effective grievance procedure are both based on understanding, confidence, and cooperation between union and management. The effectiveness of both can be measured by the quantity and quality of the grievances and suggestions. Emphasizes the role unions can play in developing employee participation in suggestion system programs.

Stephenson, Herbert L.
Professional immunity... a matter of attitude. Suggestion systems quarterly, vol. 26, Spring 1970, pp. 14-15.
The author's experiences with a suggestion system in a hospital confirm the advantages of the program but also point out the problems created by what he calls professional immunity.

U. S. Civil Service Commission.
FED facts on the incentive awards program. Prepared by Office of Public Affairs. Washington, U. S. Govt. Print. Off., 1971. Folder. (FED facts 1)
What the program provides; How cash awards are figured; Hints on successful suggesting; Top performance pays off; The Supervisor's role.

Using Incentive Awards (Cont'd)

U.S. Civil Service Commission.
Federal Incentive Awards Program, annual report, 1971. Sharing the Pride in... ideas for improvements, superior performance. Prepared by Office of Incentive Systems. Washington, 1971. 4 pp.
Government-wide results, highlights-1971, and statistical tables to top results through sp4cial achievements and of improvements through employee suggestions.
Earlier eds: 1955-1970. Title varies.

U. S. Civil Service Commission.
Summary. Federal delegates meeting; NASS conference, sponsored by, U. S. Civil Service Commission, Office of Incentive Systems, October 14-15, 1969, Toronto, Canada. Prepared by Office of Incentive Systems. Washington, U. S. Govt. Print. Off., 1969. 17 pp.
Contents: Opening remarks and fiscal year 1969 results; Reports of agency discussion groups; Planning for improved program operations; The key role of the incentive awards administrator.

U. S. Department of the Army.
Recognition of employees. Supervisor development program; basic course.. Washington, U. S. Govt. Print. Off., 1971. 18 pp. (Civilian personnel pamphlet 41-B-8)
Covers Army incentive awards program; Army suggestion plan; Use of the film "What's the big idea"; Honorary and performance awards; Case studies.

U.S. Department of the Treasury.
Incentive awards. Washington, 1970. 1 v. (Treasury personnel manual, Chap. 451)

U. S. General Accounting Office.
Management of the suggestion award portion of the Incentive Awards Program; Department of the Army. Report to the Congress of the United States by the Comptroller General of the United States. Washington, 1969. 35 pp. (B-166-802)

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